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U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

LAC REGIONAL ACTION PLAN

FY 1995-FY 1996

MAY 1994

**LAC REGIONAL ACTION PLAN  
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## I. STRATEGY OVERVIEW

The stability and prosperity of the Western Hemisphere remain fundamental U.S. interests in the post-Cold War period. Significant poverty still exists in the region and democracy is fragile and still in its formative stage in many Latin American and Caribbean (LAC) countries. Central America's recovery from violence and turmoil is still being pursued. Environmental degradation in its many forms continues and illegal drugs, HIV/AIDS and rapid population growth threaten the whole Hemisphere. This last decade of the 20th century offers the United States a unique historical opportunity to advance the economic and social development of the nations of the LAC region.

Four major sustainable development challenges face the region: alleviation of poverty, human capital development, sustainable resource management and consolidation of democracy. National governments must demonstrate that broad-based economic growth can meet popular demands for improved living standards. This requires both more attention to special programs mitigating the effects of economic restructuring, as well as to longer-term human capital development investments in education, health, and other social sectors. Such investments will allow the poor to succeed in competitive and changing economies. Similarly, the preservation and strengthening of the very significant democratic gains of recent history requires continued support.

In this context, the LAC Regional portfolio plays two critical roles in advancing the objectives of USAID and the U.S. Government in the region. First, the portfolio provides the technical resources which support the Bureau, its missions, and the Agency in defining, redirecting and assessing the impact of our economic and development assistance agenda for LAC in the face of the rapidly evolving political, economic, and social situation in the region. Second, the portfolio supports a carefully selected group of Congressionally mandated or uniquely regional development initiatives which cannot be effectively managed on a bilateral basis. The activities complement our bilateral programs and help to create and strengthen vital networks among informed LAC citizens. The initiatives reinforce national efforts aimed at addressing truly regional development constraints and objectives and offers cooperation and support for LAC regional institutions.

Changes within USAID have led to a reassessment of the strategic objectives to be pursued through the LAC regional portfolio. These changes include the reorganization of the Agency and the rightsizing of the LAC Bureau, the phasing out of several LAC Missions, the continuing budget constraint, and the need to more

clearly define the objectives of the regional versus field mission programs. As a result of this reassessment, the LAC Regional program now focuses on seven strategic objectives which directly support the Agency's four goals plus an eighth "process" objective through which we provide services for strategic planning and monitoring of implementation.

## **II. ACHIEVEMENT OF AGENCY GOALS**

### **Agency Goal 1: Broad-Based Economic Growth with Equity**

The LAC Regional program has three strategic objectives that contribute toward the Agency's goal of broad-based economic growth with equity. Two objectives (Improved Investment Climates and Liberalized Trade in LAC Countries, and Improved Human Resource Skills) continue efforts of previous Action Plan periods. A new strategic objective has been added to assure that all segments of the population enjoy the benefits of an open market based economy (Improved, Expanded, and Equitable Financial Services for Small Business and Microenterprise in LAC Countries). A New Activity Description (NAD) is included in the Action Plan which addresses this objective. Another NAD which addresses land tenure problems and issues also is included for review. If it is approved and determined to be appropriately managed by the LAC Bureau, it will be included in the strategic framework of next year's Action Plan.

### **LAC Regional Strategic Objective No. 1: Improved Investment Climates and Liberalized Trade in LAC Countries**

**Overview:** To achieve sustained economic growth, LAC countries must adopt open market-based economies that promote liberalized trade and investment, and productive employment. In close collaboration with bilateral programs, the LAC Regional program works with both public and private sectors (NGOs, PVOs, and other regional organizations) to improve the investment climate and liberalize trade in the region. Specifically, the LAC Regional program: 1) assists countries to undertake trade policy, legal, and regulatory reforms required for free trade, 2) assists Mission programs on selected economic trade and policy reforms, and 3) increases access to information for the private and public sectors regarding AID programs affecting economically productive opportunities including trade, and 4) provides support to other USG regional initiatives such as the Summit of the Americas and the Central American Initiative.

The private sector development implementation strategy employs five principal elements: 1) support in specific areas to the USTR led efforts that promote trade liberalization and regional integration; 2) support to the Latin American and the Caribbean Business Development Center (LACBDC), Department of Commerce, that disseminates information on regional trade, business

opportunities, and USG regional trade initiatives such as the North American Free Trade Agreement (NAFTA), Caribbean Basin Initiative (CBI) and the Andean Trade Preference Act (ATPA); 3) technical assistance to countries in investment climate and sectoral assessments, and 4) support to Missions in design and development of private sector development projects.

**Strategic Objective Performance:** As part of the interagency process to move forward with a vision for hemispheric free trade, LAC/RSD collaborates with other USG agencies and Missions to provide technical assistance necessary to improve their trade and investment climate. For example, the PASA with the Department of Commerce provided for the publication of the LAC business bulletin - a successful unique publication aimed at providing over 12,000 subscribers with information relevant to progress on issues and analysis of trade and investment barriers, emerging growth trends, U.S. policy and trade initiatives, business opportunities and events in the region. The Bulletin's success can be measured by its continued circulation growth, from 5,000 in 1991 to over 12,000 in early 1994, with 95 percent readership representing small business concerns. Unlike other publications, one of the Bulletin's unique features is a business opportunities section, which provides information on sourcing, exporting, and investment opportunities, thus creating private sector linkages. A readership survey resulted in over 95% of the respondents rating satisfaction with the publication in the highest category (completely satisfied).

In addition to the business bulletin, the LACBDC has also generated key publications and newsbriefs on CBI, ATPA, and NAFTA including financing guidebooks. The bulletin will begin featuring a section on small business opportunities and "lessons learned" in developing successful small business/microenterprise activities.

The original Department of Commerce PASA, established in 1987, was completed in September, 1993 and replaced with a new PASA which, besides the business bulletin, also supports DOC technical assistance to harmonize commercial and technical standards in the region. The OPIC PASA, which terminated in January 1994, exceeded planned activities as required under the PASA, by implementing more investment missions, business roundtables, and reverse missions than originally proposed. During the two years, OPIC led investment missions to eight countries involving the participation of 90 U.S. companies, and organized five business roundtables, six conferences and reverse missions to the U.S. and five international conferences. These events introduced more than 1,200 U.S. companies to business opportunities in the LAC region.

Based on a survey of the companies that participated in the investment missions, 16% have finalized projects in the targeted

countries, 31% have a project in progress and 22% plan to have a project at a future date. Based on the finalized projects for which OPIC has data on actual investment, total U.S. investments amount to about \$232 million: \$170 million in a fertilizer plant, \$60 million in a mineral processing plant, and \$2 million in an industrial air conditioners and refrigeration equipment manufacturing facility. Considering that investment figures on several finalized investments are not available, this is an underestimate of the total investments realized to date. Based on projects in-progress, it is anticipated that future investment could be considerably more significant than the immediate investments identified above. In addition, investment missions helped U.S. companies secure contracts to provide equipment and services for local firms.

Most U.S. investments are based on the establishment of local production facilities that are necessary to keep costs competitive in a global market place. The U.S. manufacturers must take this step, otherwise non-U.S. investors will fill this market. In this respect all activities conform to FAA Section 599/547. They also contribute to export of U.S. technology and increased financial strength of U.S. firms and creation of quality jobs at home and abroad.

Because of the change in Bureau priorities, the grant to Citizens Network will be terminated at the end of FY94. In the interim, LAC/RSD and USAID/Mexico are jointly planning to sponsor a conference on the informal sector. The conference would bring together representatives of the informal, formal, labor, legal and public sectors to discuss policy solutions to the issue of linking the positive impacts of NAFTA to economic growth in the informal sector.

Complementing activities of the Trade and Investment Development project, a new project - Free Trade Expansion - will be developed to establish LAC countries' institutional capacity to adopt and implement international standards for commerce, improve labor management relations and safeguard the environment--essential elements of a free trade regime in the hemisphere.

**TABLE 1: STRATEGIC OBJECTIVE PROGRAM "TREE"**

|  |
|--|
| LAC Regional   |
| Agency Goal: Broad-Based Economic Growth   |
| STRATEGIC OBJECTIVE NO. 1 Increased investment climates and liberalized trade in LAC countries |

|  |  |
|--|--|
| <b>PROGRAM OUTPUT NO.</b><br>1.1 Increased Regional Harmonization of trade policy & regulatory reforms required for free trade | <b>PROGRAM OUTPUT NO.</b><br>1.2 Increased access to information for private and public sector regarding A.I.D. Programs affecting trade opportunities |
|--|--|

|  |                                    |
|--|------------------------------------|
| Projects (Number\Title)                    | Projects (Number\Title)            |
| Trade and Investment Development, 598-0797 | Trade and Investment Dev. 598-0797 |
| Free Trade Expansion 598-0822              |                                    |



TABLE 2: STRATEGIC OBJECTIVE PERFORMANCE

|   |          |      |         |        |
|---|----------|------|---------|--------|
| STRATEGIC OBJECTIVE NO. 1 Improved investment climates and liberalized trade in LAC countries   |          |      |         |        |
| PROGRAM OUTPUT NO. 1.1 Increased Regional Harmonization of trade Policy & Regulatory Reforms required for Free Trade                        |          |      |         |        |
| Indicator 1.1.1: Increasing number of legal and regulatory reforms-related studies in LAC   |          |      |         |        |
| Unit: Number for studies  |          | Year | Planned | Actual |
| Source: Missions, World Bank, IMF, IDB, Contractor Reports  | Baseline |      | -----   |        |
| Comments:   |          | 1992 |         |        |
|   |          | 1993 | 6       | 1      |
|   |          | 1994 | 8       |        |
|   | Target   | 1995 | 11      |        |
| PROGRAM OUTPUT NO. 1.2 Increased Access to Information for Private and Public Sector Regarding USAID Programs Affecting Trade opportunities |          |      |         |        |
| Indicator 1.2.1: Number of U.S. and LAC businesses provided with trade information  |          |      |         |        |
| Unit: No. of businesses   |          | Year | Planned | Actual |
| Source: Contractor Report, LACBDC   | Baseline |      | -----   |        |
|   |          | 1992 |         |        |
|   |          | 1993 | 10,000  | 12,000 |
|   |          | 1994 | 40      |        |
|   |          | 1995 | 40      |        |

LAC Regional Strategic Objective No. 2: Improved, Expanded, and Equitable Financial Services for Small Business and Microenterprise (SMEs) in LAC Countries

**Overview:** To ensure benefits of open market-based economies and liberalized trade impact on all segments of the population, LAC countries must adopt social policies and practices that promote equity and breakdown barriers to participation in the economy to excluded groups. Therefore, a new strategic objective was added to directly address poverty and lack of opportunities in the small and microenterprise (SMEs) sub-sector. To support this strategic objective, LAC, in close collaboration with the Global Bureau and bilateral programs, is planning new regional activities to address access to credit, and means to improve productivity and income generated by SMEs.

The implementation strategy will employ three principal elements: 1) support to specific U.S. PVOs to provide technical assistance to local financial intermediary institutions (NGOs) in selected LAC countries to help them transform into financially viable institutions (small and microenterprise banks), 2) technical assistance to establish an enabling environment for small and microenterprises, and 3) open new market opportunities and facilitate technology transfer to SMEs. A grant to ACCION International, to be initiated later this fiscal year, will assist in the transformation process of ACCION affiliates from non-profit organizations to for-profit entities able to operate as part of the financial system.

Program Outcomes for this strategic objective are: (1) increased number of sustainable microfinance institutions, and (2) increased SME income and productivity.

|   |
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| LAC Regional  |
| Agency Goal: Broad-Based Economic Growth with Equity  |
| STRATEGIC OBJECTIVE NO. 2 Improved, Expanded and Equitable Financial Services for Small Business and Microenterprise in LAC Countries |

|   |   |  |
|---|---|--|
| PROGRAM OUTPUT NO.<br>2.1 Increased Number of Sustainable Microenterprise Banks | PROGRAM OUTPUT NO.<br>2.2 Increased SME Income and Productivity |  |
|---|---|--|

|   |   |                         |
|---|---|-------------------------|
| Projects (Number\Title)                     | Projects (Number\Title)                     | Projects (Number\Title) |
| 598-0820 Sustainable Micro-finance (ACCION) | 598-0820 Sustainable Micro-Finance (ACCION) |                         |
|   |   |                         |
|   |   |                         |
|   |   |                         |

STRATEGIC OBJECTIVE NO. 2: Improved, Expanded and Equitable Financial Services for Small Business and Microenterprises in LAC Countries

PROGRAM OUTPUT NO. 2.1: Increased Number of Sustainable Microenterprise Banks

Indicator 2.1.1: Number of Financial Intermediaries (NGOs) Restructuring Toward Achieving Sustainability

| Unit: Number of Intermediaries        |          | Year | Planned | Actual |
|---------------------------------------|----------|------|---------|--------|
| Source: Grantee Reports, Mission SARs | Baseline |      | -----   |        |
| Comments:                             |          | 1994 |         |        |
|                                       |          | 1995 |         |        |
|                                       |          | 1996 | 1       |        |
|                                       | Target   | 1997 | 2       |        |

PROGRAM OUTPUT 2.2 Increased SME Income and Productivity

Indicator 2.2.1: Increased Number of SMEs Receiving Credit

| Unit: Number of SMEs   |          | Year | Planned | Actual |
|--|----------|------|---------|--------|
| Source: Grantee Reports, SARs  | Baseline |      | -----   |        |
| Comments: Baseline and targets to be provided under the proposed PVO activity. |          | 1994 |         |        |
|  |          | 1995 |         |        |
|  |          | 1996 |         |        |
|  |          | 1997 |         |        |
|  |          | 1998 |         |        |
|  | Target   | 1999 |         |        |

| PROGRAM OUTPUT NO. 2.2: Increased SME Income and Productivity                  |          |      |         |        |
|--|----------|------|---------|--------|
| Indicator 2.2.2: Increased SME Income  |          |      |         |        |
| Unit:  |          | Year | Planned | Actual |
| Source: Grantee Reports, SARs  | Baseline |      | -----   |        |
| Comments: Baseline and targets to be provided under the proposed PVO activity. |          | 1994 |         |        |
|  |          | 1995 |         |        |
|  |          | 1996 |         |        |
|  |          | 1997 |         |        |
|  |          | 1998 |         |        |
|  | Target   | 1999 |         |        |

### LAC Regional Strategic Objective No. 3: Improved Human Resource Skills

**Overview:** Investing in people by improving their skills through education and training directly supports the Agency and Bureau goal of achieving broad-based economic growth. The benefits derived from focused investments in human resources development and training in the LAC Region are well established and key to poverty alleviation. Current development literature documents the high economic and social returns on investments in human resources development. Citizen participation, including women, in the political, economic, and social improvement of their country is also related directly to educational attainment, especially in raising secondary completion rates. NGO's form an important part of the solution to many of these problems because they can create the conditions, citizen participation and demand for necessary policy reform changes and become part of the indigenous solution to development problems. The ability of LAC countries to utilize both natural and human resources in order to become more competitive in external markets contributes to long-term economic, political, and social development.

This strategic objective recognizes that investing in people to achieve a critical mass of skilled leaders and opinion makers is a necessary, but not sufficient condition to achieve sustainable economic growth and participatory democracy. LAC Regional education and human resources investments promote the development of that critical mass of human resources by: a) facilitating a partnership among international donors, local NGO's, and LAC governments to bring about needed education policy reform, b) higher education textbooks, c) strengthening volunteerism to facilitate indigenous NGO solutions to human development constraints, and d) managing, monitoring, and evaluating congressionally mandated training programs.

To assist in developing that critical mass of improved human skills in the LAC region the following activities are being undertaken: 1) social marketing of the need for education policy reform through outreach and institutionalization of policy analysis tools and advocacy documents, 2) training of potential leaders in areas such as: economics, business administration and management, environmental and energy studies, democratic processes and institutions, education administration and policy reform, health and population, and productive technical skills; 3) provision of university textbooks that address specific subject areas directly relating to economic and political growth and improved social well-being; and 4) the institutional strengthening of indigenous NGO's to resolve human constraints to development.

Key program outcomes over the action plan period include: 1) increased international donor coordination and local government and NGO focus on education policy reform in priority LAC countries, 2) providing a critical mass of trained leaders and opinion makers who generate demand for policy reform in their respective LAC countries, and 3) improving effectiveness of NGO volunteer programs.

**Strategic Objective Performance:** Progress to date in reaching the program outcomes and strategic objective is solid and strong. The LAC Regional program utilizes two human resources training projects to increase the number of opinion makers trained in development areas necessary to support economic growth, participatory democracy, protecting human health, and protecting the environment. To date, 106 trainees are in graduate study in economics; 20,426 trainees have been trained under CLASP I and CLASP II; and over 5.8 million university textbooks in 22 professional fields have been sold. During 1994-95, the Advanced Training in Economics project will have trained over 135 LAC economists at the Masters level and 8 or more to the doctorate level. The Cooperative Association of States for Scholars component of the CLASP-II training program will cumulatively train approximately 2,328 young male and female leaders in subject areas of high demand in their local economies, such that approximately 90% are employed upon return to their country.

In its final phase, the RTAC-II project will spin-off a self sustaining PVO to carry on the functions of providing demand-driven higher education textbooks in Central America; solidifying its institutional expansion in Ecuador, Uruguay, and Peru; and exploring expressions of interest in Bolivia, Colombia, Venezuela, Chile, and the Dominican Republic.

Under the Caribbean and Latin American Scholarship Program II (CLASP-II) its management information system provides programmatic, academic, technical, financial, and social/economic data on over 18,000 leaders or potential leaders, over 40% female, 30% long-term, and 80% economically disadvantaged, who entered appropriate U.S. training programs since 1985. This information system provides policy guidance, continual analysis of quality, financial costs of training, management effectiveness, and more recently assessments of the economic and social impact of the training on the participants and their local communities. Such impact evaluations have been completed for Guatemala, El Salvador, Honduras and Bolivia in FY-94. In FY-95 impact evaluations for the Georgetown University (CASS) Scholarships Program, Ecuador and Panama CLASP Projects are planned. In addition, the LAC Bureau has funded the CASS project

and its predecessor at Georgetown University for the past eight years at a level of \$102 million. It is anticipated that the LAC Bureau will support the Georgetown CASS program to a level of \$12.5 million in FY-94.

Under the cooperative agreement with the National Association of the Partners of the Americas (NAPA), institutional strengthening of inter-American NGO activities will take place to facilitate more effective participation of PVO's in the economic development process.

The Education and Human Resources Technical Services (EHRTS) project has facilitated focusing local leaders and opinion makers on human resources policy dialogue issues with approximately 1,500 copies of five advocacy human resources development issues papers in Spanish. In addition, EHRTS developed a highly successful education policy reform computer model, LASER, which has formed the basis of the new Bolivian education sector reform. LASER has influenced and guided education policy reform dialogue in USAID field missions, ministries of education, and PVOs in El Salvador, Nicaragua, the Dominican Republic, and Honduras. EHRTS is now developing an exciting inter-active education policy computer presentation that demonstrates both the direct and indirect effects of education investments on economic growth, participatory democracy, improving health, and protecting the environment.

The LAC Regional program also supports a U.S. based PVO, the Inter-American Dialogue, that will develop a common policy reform agenda for policy makers in both North and South America. Also, as the EHRTS project phases out in FY-94, The Partnership for Educational Reform in the Americas (PERA) project picks up on its highly successful education policy reform activities through a partnership of NGOs throughout the hemisphere, emphasizing citizen participation in the solution of human resources constraints to development. The Resources for Latin American Training and Education (RELATE) project will train and assist in achieving a critical mass of leaders and opinion makers consistent with participatory democracy and economic growth at significantly lower costs to the Agency and field missions.



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| LAC Regional   |
| Agency Goal: Broad-based Economic Growth                 |
| STRATEGIC OBJECTIVE NO. 3 Improved Human Resource Skills |

|  |  |  |
|--|--|--|
| PROGRAM OUTPUT NO.<br>3.1 Mobilize Demand for<br>Education Policy Reform in<br>LAC Countries | PROGRAM OUTPUT NO.<br>3.2 Strong, Trained<br>Leadership within the<br>Region | PROGRAM OUTPUT<br>NO. 3.3 Improved<br>Effectiveness of NGO<br>Volunteer Programs |
|--|--|--|

|                         |                         |                         |
|-------------------------|-------------------------|-------------------------|
| Projects (Number\Title) | Projects (Number\Title) | Projects (Number\Title) |
| 598-0659 EHRTS          | 598-0774 ATIE           | 598-0793, NAPA          |
| 598-0819 IAD            | 598-0661 CLASP II       |                         |
| 598-0823 PERA           | 598-0791 RTAC II        |                         |
|                         | 598-0810 RELATE         |                         |

| STRATEGIC OBJECTIVE NO. 3 - Improved Human Resource Skills  |          |      |         |        |
|---|----------|------|---------|--------|
| Indicator 3.1: Education sector assessments linked with labor force analyses  |          |      |         |        |
| Unit: Education sector assessments  |          | Year | Planned | Actual |
| Source: LAC/DR/EHR  | Baseline | 1991 | -----   | 0      |
|   |          | 1992 | 0       | 0      |
|   |          | 1993 | 1       | 1      |
|   |          | 1994 | 0       |        |
|   |          | 1995 | 1       |        |
|   |          | 1996 | 0       |        |
|   |          | 1997 | 1       |        |
|   | Target   | 1998 | 0       |        |
| Indicator 3.2: Formation of country teams to initiate debate on educational reform  |          |      |         |        |
| Unit: Number of Country Teams   |          | Year | Planned | Actual |
| Source: IAD Grantee   | Baseline | 1994 | 4       | 0      |
| Comments: State of the art analysis of key education policy issues; set of policy briefs accessible to policy makers and non-specialists. |          | 1995 | 4       |        |
|   | Target   | 1996 | 4       |        |

PROGRAM OUTPUT NO. 3.1 - Mobilization of demand for human resources/education policy reform in LAC countries.

Indicator 3.1.1: Social marketing of human resource/education sector policy reform

| Unit: LASER Storyboard and policy simulations |          | Year | Planned | Actual |
|---|----------|------|---------|--------|
| Source: LAC/DR/EHR and field missions         | Baseline | 1992 | -----   | 0      |
|   |          | 1993 | 3       | 10     |
|   |          | 1994 | 7       | 0      |
|   |          | 1995 | 10      | 0      |
|   |          | 1996 | 10      | 0      |
|   |          | 1997 | 10      | 0      |
|   | Target   | 1998 | 10      | 0      |

PROGRAM OUTPUT NO. 3.2: Strong, Trained Leadership within the Region

Indicator 3.2.1: LAC trainees in CLASP, CASS, ATIE

| Unit: Combined new enrollment starts |          | Year | Planned | Actual |
|--------------------------------------|----------|------|---------|--------|
| Source: Contractor/Grantee           | Baseline | 1992 | -----   | 1,840  |
| Comments:                            |          | 1993 | 1,600   | 1,652  |
|                                      |          | 1994 | 1,200   |        |
|                                      |          | 1995 | 1,300   |        |
|                                      |          | 1996 | 1,350   |        |
|                                      |          | 1997 | 1,300   |        |
|                                      | Target   | 1998 | 1,300   |        |

| Indicator 3.2.2: Textbooks provided in CA and SA under RTAC Project             |          |      |         |         |
|---|----------|------|---------|---------|
| Unit: Textbooks purchased/calendar year   |          | Year | Planned | Actual  |
| Source: RTAC Contractor   | Baseline | 1992 | -----   | 348,914 |
| Comments:   |          | 1993 | 400,000 | 406,345 |
|   |          | 1994 | 450,000 |         |
|   |          | 1995 | 550,000 |         |
|   |          | 1996 | 625,000 |         |
|   |          | 1997 | 750,000 |         |
|   | Target   | 1998 | 900,000 |         |
| Indicator 3.2.3: Long and short term CLASP/CASS trainees employed in LAC region |          |      |         |         |
| Unit: Employment  |          | Year | Planned | Actual  |
| Source: Contractor  | Baseline | 1992 | -----   | 1,799   |
| Comments:   |          | 1993 | 1,453   | 1,624   |
|   |          | 1994 | 1,056   |         |
|   |          | 1995 | 1,144   |         |
|   |          | 1996 | 1,188   |         |
|   |          | 1997 | 1,144   |         |
|   | Target   | 1998 | 1,144   |         |

|   |          |      |         |        |
|---|----------|------|---------|--------|
| PROGRAM OUTPUT NO. 3.3 Improved Effectiveness of NGO Volunteer Programs                       |          |      |         |        |
| Indicator: 3.3.1: Regional workshops for NAPA long term planning and institutional management |          |      |         |        |
| Unit: Workshops   |          | Year | Planned | Actual |
| Source: Grantee   | Baseline | 1992 | -----   | 8      |
| Comments:   |          | 1993 | 6       | 6      |
|   |          | 1994 | 6       |        |
|   |          | 1995 | 6       |        |
|   |          | 1996 | 6       |        |
|   |          | 1997 |         |        |
|   | Target   | 1998 |         |        |
|   |          |      |         |        |
| Indicator 3.3.2: Small development grants   |          |      |         |        |
| Unit: Small development grants  |          | Year | Planned | Actual |
| Source: Grantee   | Baseline | 1992 | -----   | 16     |
| Comments:   |          | 1993 | 16      | 16     |
|   |          | 1994 | 16      |        |
|   |          | 1995 | 16      |        |
|   |          | 1996 | 16      |        |
|   |          | 1997 |         |        |
|   | Target   | 1998 |         |        |
|   |          |      |         |        |

| Indicator 3.3.3: TA for planning, management evaluation and self financing programs |          |      |         |        |
|---|----------|------|---------|--------|
| Unit: TA visits   |          | Year | Planned | Actual |
| Source: Grantee   | Baseline | 1992 | -----   | 163    |
| Comments:   |          | 1993 | 164     | 164    |
|   |          | 1994 | 164     |        |
|   |          | 1995 | 164     |        |
|   |          | 1996 | 164     |        |
|   |          | 1997 |         |        |
|   | Target   | 1998 |         |        |
|   |          |      |         |        |

**Agency Goal 2: Stabilizing Population Growth and Protecting Human Health**

In support of this goal, a major focus of the LAC Regional program has been on reducing child mortality from immuno-preventable diseases. This is being achieved through the Accelerated Immunization Program implemented by PAHO. With the project nearing its completion and with the Health and Nutrition Technical Services Support project phasing down, two new activities are proposed in this Action Plan (see NADs for Health Priorities Project and LAC Regional Program to Reduce HIV/AIDS). The new activities would refocus the LAC Regional effort to provide highly concentrated assistance to country programs for selected interventions defined in the Agency's new strategy. If these new activities are approved, the strategic objectives and program outcomes under this goal will be modified to reflect the expanded effort.

**LAC Regional Strategic Objective 4: Increased Effectiveness and Efficiency of Immunization Services**

**Overview:** This strategic objective contributes to the Agency goal of reducing child mortality rates by one-third over this decade by reducing infant and child mortality from immuno-preventable diseases, especially from neonatal tetanus (NNT) and measles. Mortality data from vaccine-preventable diseases in the Americas unfortunately is very incomplete. However, in areas identified as high risk for NNT, cases (which are 80% fatal) have been reduced from 734 in 1989 to 96 in 1993. Measles incidence has dropped from 55 cases/100,000 children in 1990 to 12/100,000 in 1993. Similarly, pertussis incidence has decreased from 10 cases/100,000 to 6/100,000. These are outstanding accomplishments. This SO is addressed by the Accelerated Immunization II Project (AIP-II), which focuses on the nine USAID child survival emphasis countries in LAC.

The program outcomes for this strategic objective in each of the emphasis countries are<sup>1</sup>:

- Improved norms for immunization and control of vaccine-preventable diseases;
- Improved geographic targeting of immunization program resources;
- Decreased reliance on donor financing for immunization services; and

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<sup>1</sup>These are Bolivia, Ecuador, Peru, El Salvador, Guatemala, Honduras, Nicaragua, Dominican Republic, and Haiti.

- Country Interagency Coordinating Committees functioning effectively.<sup>2</sup>

In preparing the Action Plan, several changes were made to the strategic objective indicators and the program outputs:

A. Strategic Objective Indicator 4.2. was changed to measure geographic access in each of the child survival emphasis countries, rather than in the region as a whole. This gives us more information, and therefore more ability to hone in on problem areas. It is consistent with the fact that the changes we seek in immunization services effectiveness take place at the country level. We have reached agreement with PAHO to add an additional indicator, "LAC Child Survival Emphasis Countries dropout rate between DPT1 and DPT3 reduced by at least 50% between 1990 and 1995," in order to measure overall program effectiveness in addition to geographic extension of vaccination programs.

B. Program Output 4.1 has been changed from a combination of improved norms, training, and supervision, to a more strategic output--that emphasis country norms conform to regional standards. For this to be the case, regional standards must be developed, promulgated, and implemented. The standards include training and supervision, so these concepts are subsumed in the new output and its indicator.

C. Program Output 4.4 has been changed from a description of administrative characteristics of Interagency Coordinating Committees that are functioning adequately, to a summary output, "Country ICCs functioning effectively." The indicators of effective functioning have been changed to be more reflective of program sustainability: that the ICC meetings include NGO sector membership, and are used to monitor program funding.

**Strategic Objective Performance:** Progress towards increased efficiency of immunization services is indicated by a reduction in missed opportunities (MO) to vaccinate<sup>3</sup> by 50% or more. All emphasis countries (except Haiti) have had MO studies. The percent of opportunities missed ranged from 66% in Nicaragua to 32% in Bolivia. In El Salvador, the only country with a repeat study, MOs dropped from 45% in 1989 to 14% in 1991.

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<sup>2</sup>This is a country-specific committee composed of donors and host country implementing agencies. Effective functioning includes meeting several times during the year, monitoring program funding, and including NGOs in program implementation.

<sup>3</sup>A missed opportunity to vaccinate is a contact with the health system of a person needing vaccination which does not result in vaccination.



Progress towards increased effectiveness of immunization services is indicated by the percentage of districts in each country that have 90% or higher coverage with the first dose of either Oral Polio Vaccine (OPV) or DPT vaccine--which indicates access to immunization services in those districts. In 1993, among the five countries for which data are available now, Ecuador and Nicaragua have over 90% coverage with OPV1 in 75% or more of districts; in 1992, all countries except Haiti reported, but only Ecuador was over 90% OPV1 coverage in more than 75% of districts.

Progress in improving the norms for immunization and control of vaccine-preventable diseases is indicated if they conform to regional standards. PAHO will review this during 1994. (This is a revised output, and a new indicator.) The standard for such norms is established in PAHO Field Guides for Neonatal Tetanus, Polio (Third Edition), and Measles.

To determine progress in improving geographic targeting of immunization program resources, PAHO is designing a protocol to document the assignment of resources to priority (low coverage) areas; the study will be completed in 1994. All countries have already identified low coverage districts.

Decreased reliance on donor financing for immunization services is indicated by an increase in the proportion of recurrent costs for such programs that is paid with national funds. Among the emphasis countries reporting (all except Haiti), there has been a substantial increase between 1990 and 1993 in all except the Dominican Republic, where national funding of recurrent costs has declined from 89% in 1990 to 77% in 1993, with 44% projected for 1994. PAHO advisors will work with the DR program to discover the reason for this decrease, and to address this situation.

Effective functioning of country ICCs in the emphasis countries is indicated by including the NGO sector in their membership, and by monitoring program funding as part of their work. Based on minutes of meetings submitted to PAHO/W, in 1993, Bolivia, El Salvador, and Honduras met these criteria. Peru included NGOs in the program, but did not monitor spending; Nicaragua, Guatemala, Dominican Republic, and Ecuador monitored spending, but did not include NGOs in the program. PAHO will advise the country programs to report these specific items in their minutes in the future.

A November 1993 evaluation of the AIP II project concludes that the LAC Regional EPI program it supports is working well. While the EPI goals and objectives for countries are part of international agreements, strategies to reach those goals are developed locally. Training, management, and teamwork were cited as important aspects of the program leading to its success. PAHO has commented that the evaluation recommendations will enable them to sharpen their response to several program problems.

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| LAC Regional   |
| Agency Goal: Stabilizing Population Growth and Protecting Human Health                     |
| STRATEGIC OBJECTIVE NO. 4: Increased effectiveness and efficiency of immunization services |

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|---|---|--|
| PROGRAM OUTPUT NO.<br>4.1 Improved norms for immunization and control of vaccine-preventable diseases | PROGRAM OUTPUT NO.<br>4.2 Improved geographic targeting of immunization program resources | PROGRAM OUTPUT NO. 4.3 Decreased reliance on donor financing for immunization services |
|---|---|--|

|   |   |   |
|---|---|---|
| Projects (Number\Title)                 | Projects (Number\Title)                 | Projects (Number\Title)                 |
| 598-0786<br>Accelerated Immunization II | 598-0786<br>Accelerated Immunization II | 598-0786<br>Accelerated Immunization II |
|   |   |   |

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| PROGRAM OUTPUT NO.<br>4.4 Country ICCs functioning effectively |
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|                                  |
|----------------------------------|
| Projects (Number\Title)          |
| 598-0786<br>Acc. Immunization II |
|                                  |

| STRATEGIC OBJECTIVE NO. 4 Increased effectiveness and efficiency of immunization services  |          |      |         |        |
|--|----------|------|---------|--------|
| Indicator 4.1: Missed opportunities to vaccinate reduced 50% or more in LAC Child Survival Emphasis countries.   |          |      |         |        |
| Unit: Number of countries  |          | Year | Planned | Actual |
| Source: Missed opportunities studies coverage surveys, where conducted   | Baseline | 1990 | -----   | 0      |
| Comments: This indicates efficiency of service delivery. A missed opportunity to vaccinate is a contact with the health system of a person needing vaccination which does not result in vaccination.<br><br>The 9 targeted countries are the LAC region's Child Survival Emphasis countries: Peru, Bolivia, Ecuador, Guatemala, Honduras, El Salvador, Nicaragua, Haiti and the Dominican Republic.                            |          | 1992 | 3       | 1      |
|  |          | 1993 | 5       | 1      |
|  |          | 1994 | 7       |        |
|  |          | 1995 | 9       |        |
|  |          | 1996 | 9       |        |
|  | Target   | 1997 | NA      |        |
| Indicator 4.2: LAC Child Survival Emphasis countries where 75% or more of municipios have 90% or higher coverage of first dose of polio or DPT vaccine.  |          |      |         |        |
| Unit: Number of countries  |          | Year | Planned | Actual |
| Source: Country MOH Reports to PAHO Coverage surveys, where conducted  | Baseline | 1990 | -----   | 0      |
| Comments: This indicates increased effectiveness of vaccination system in reaching entire countries with some services. Both polio vaccine and DPT vaccine require 3 applications to be fully effective. Delivery of the first dose of either indicates that vaccination services reach that place. This indicator is changed to measure progress by Child Survival Emphasis countries, rather than the LAC region as a whole. |          | 1992 | NA      | 1      |
|  |          | 1993 | 5       | 2      |
|  |          | 1994 | 8       |        |
|  |          | 1995 | 9       |        |
|  |          | 1996 | 9       |        |
|  | Target   | 1997 | NA      |        |

|  |          |      |         |                |
|--|----------|------|---------|----------------|
| PROGRAM OUTPUT NO. 4.1 Improved norms for immunization and control of vaccine-preventable diseases.  |          |      |         |                |
| Indicator: 4.1.1: LAC Child Survival Emphasis country norms for immunization and control of vaccine-preventable diseases conform to regional standards.                      |          |      |         |                |
| Unit: Number of countries  |          | Year | Planned | Actual         |
| Source: PAHO Staff Analysis  | Baseline |      | -----   | 0              |
| Comments: New indicator. Better reflects impact than previous one. PAHO will analyze national norms during next year.  |          | 1992 | 0       | 0              |
|  |          | 1993 | 9       |                |
|  |          | 1994 | 9       |                |
|  |          | 1995 | 9       |                |
|  |          | 1996 | 9       |                |
|  | Target   | 1997 | NA      |                |
| PROGRAM OUTPUT NO. 4.2 Improved geographic targeting of immunization program resources   |          |      |         |                |
| Indicator 4.2.1: LAC Child Survival Emphasis countries where resources are allocated to districts with lower than average coverage or higher than average disease incidence. |          |      |         |                |
| Unit: Number of countries  |          | Year | Planned | Actual         |
| Source: PAHO project reports, based on country annual workplans  | Baseline | 1991 | -----   | 0              |
| Comments: This indicator measures whether program resources are being applied in proportion to the problem, rather than the size of the population.                          |          | 1992 | 0       | 0              |
|  |          | 1993 | 3       | Not yet avail. |
|  |          | 1994 | 6       |                |
|  |          | 1995 | 9       |                |
|  |          | 1996 | 9       |                |
|  | Target   | 1997 | NA      |                |

| PROGRAM OUTPUT NO. 4.3 Decreased reliance on donor financing for immunization services  |          |      |         |        |
|---|----------|------|---------|--------|
| Indicator 4.3.1: LAC Child Survival Emphasis countries with increased proportion of recurrent costs of immunization programs paid with national funds   |          |      |         |        |
| Unit: Number of countries   |          | Year | Planned | Actual |
| Source: PAHO Project Reports, based on monitoring of country annual plans   | Baseline | 1991 | -----   |        |
| Comments:   |          | 1992 | 0       | 5      |
|   |          | 1993 | 3       | 5      |
|   |          | 1994 | 6       |        |
|   |          | 1995 | 9       |        |
|   |          | 1996 | 9       |        |
|   | Target   | 1997 | NA      |        |
| PROGRAM OUTPUT NO. 4.4 Country ICCs functioning effectively.  |          |      |         |        |
| Indicator 4.4.1: LAC Child Survival Emphasis countries where ICC meetings include NGO sector membership and are used to monitor program funding.  |          |      |         |        |
| Unit: Number of countries   |          | Year | Planned | Actual |
| Source: ICC Minutes   | Baseline | 1991 | -----   | 0      |
| Comments: This is a summary of several project output indicators.<br><br>ICC=Interagency Coordinating Committee, composed of donors and host country implementing agencies; all 9 Child Survival Emphasis countries have ICCs. (There is also a regional one, without membership of implementing agencies.) |          | 1992 | 9       | 0      |
|   |          | 1993 | 9       | 3      |
|   |          | 1994 | 9       |        |
|   |          | 1995 | 9       |        |
|   |          | 1996 | 9       |        |
|   | Target   | 1997 | NA      |        |

LAC Regional Strategic Objective No. 5: Reduce HIV Transmission in the LAC Region

This new Strategic Objective responds to the most under-addressed public health problem in the LAC region. The LAC Bureau proposes to expand its current "emphasis country" approach to HIV/AIDS programming to support activities that benefit countries sharing the same borders and "at risk" populations through the region. To implement this objective, a New Activity Description has been developed and is included in this Action Plan. The LAC Regional Program to Reduce HIV is being designed to raise awareness of the HIV/AIDS pandemic among policy makers, program planners, public and private sector entities involved in HIV/AIDS prevention; to implement multi-country and cross-border activities for geographic areas of affinity (such as the Central American isthmus); and, to foster coordination and collaboration among governments to use scarce resources efficiently and effectively in the implementation of programs.

The goal of this proposed project is to reduce HIV transmission in the LAC Region. The project fits with the USAID goals and the evolving Bureau strategy for population and health which singles out HIV/AIDS as one of the highest priorities. HIV/AIDS is increasing at an alarming rate in the region. Heterosexual contact now accounts for 70-80% of HIV transmission throughout the LAC region where it is estimated that more than 5,000 new HIV infections occur every week. Well over 1.5 million people in LAC are currently infected, with this number projected to climb to 2 million by mid-decade.

The purpose of the project is to enhance efforts to reduce the rate of sexually-transmitted HIV infection. Preliminary indicators include rates of selected STDs in high-risk groups; condom access and use by selected high-risk groups; multi-country activities in place and being implemented; knowledge and awareness of HIV and prevention practices among selected population groups; and, correct STD case management.

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| LAC Regional   |
| Agency Goal: Stabilizing Population Growth and Protecting Human Health |
| STRATEGIC OBJECTIVE NO. 5 - Reduce HIV Transmission in the LAC Region  |

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|---|---|
| PROGRAM OUTPUT NO.<br>5.1 - Decrease in<br>prevalence of selected<br>STDs | PROGRAM OUTPUT NO.<br>5.2 - Increase in condom<br>use |
|---|---|

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|--|--|
| Projects (Number\Title)                | Projects (Number\Title)                |
| 598-0824 Program to<br>Reduce HIV/AIDS | 598-0824 Program to<br>Reduce HIV/AIDS |
|  |  |
|  |  |
|  |  |

|   |          |      |         |        |
|---|----------|------|---------|--------|
| STRATEGIC OBJECTIVE NO. 5: Reduce HIV Transmission in the LAC Region. |          |      |         |        |
| Program Output No. 5.1: Decrease in prevalence of selected STDs       |          |      |         |        |
| Indicator 5.1.1: Decreased prevalence of selected STDs                |          |      |         |        |
| Unit: % Decrease in Prevalence  |          | Year | Planned | Actual |
| Source: Survey/project data   | Baseline |      | -----   |        |
| Comments:   |          | 1993 | -       |        |
|   |          | 1994 |         |        |
|   |          | 1995 |         |        |
|   |          | 1996 |         |        |
|   |          | 1997 |         |        |
|   | Target   | 1998 |         |        |
| PROGRAM OUTPUT NO. 5.2: Increase in condom use                        |          |      |         |        |
| Indicator 5.2.1: Increased condom use                                 |          |      |         |        |
| Unit: % Increase in condom use  |          | Year | Planned | Actual |
| Source: Survey/project data   | Baseline |      | -----   |        |
| Comments:   |          | 1993 | -       |        |
|   |          | 1994 |         |        |
|   |          | 1995 |         |        |
|   |          | 1996 |         |        |
|   |          | 1997 |         |        |
|   | Target   | 1998 |         |        |



### Agency Goal No. 3: Protecting the Global Environment

The LAC region is especially rich in internationally renowned natural habitats, rain forests, and biological diversity. For example, the LAC region contains 40% of the globe's tropical species, and includes several of the world's most biologically diverse countries, such as Brazil, Mexico, Peru, Colombia, and Bolivia. The region also contains more than half of the world's remaining tropical forests. The LAC Regional Strategic Objective in support of the Agency's goal of protecting the global environment was revised to better reflect the objectives of the LAC Regional program.

### LAC Regional Strategic Objective No. 6: Improved Conservation of Biological Diversity in and around Critical Sites throughout the LAC Region.

**Overview:** Intact and healthy tropical habitats, and the biodiversity they contain, provide people of the region with dependable water resources, fuel wood for cooking, timber and other building materials, game and fish, fruits and nuts, medicines, and revenues from ecotourism. They also provide the global community with insurance against future global warming by limiting the rate of carbon dioxide accumulation in the atmosphere, and providing the potential for new crops, crop varieties, and plant genes which could thrive in a warmer world. Unfortunately, the region, especially Central America and tropical Mexico, has the world's among highest rates of deforestation in the developing world (1.5%), and unwise and unsustainable human encroachment on other critical habitats (i.e., wetlands, grasslands, mangroves and coral reefs) threatens this rich biological diversity in ways that will negatively impact people's lives.

The new Agency environmental strategy outlines strategic goals for protecting the environment, including: "reducing long-term threats to the global environment, particularly loss of biodiversity and climate change". In accordance with this, the LAC Regional portfolio, primarily through the Parks in Peril Project, as well as ongoing activities through the Environmental Support Project and LAC TECH, works to insure the protection of selected critical habitats throughout the LAC Region.

Protecting habitats includes more than enforcing park boundaries or purchasing, through local NGO partners, important natural areas. In addition, the critical elements of our program are: 1) the development and dissemination of practices and technologies which provide economic alternatives to destruction of tropical rain forests and other habitats critical for biological diversity; 2) strengthening community, local NGO, and government capacity to appreciate, manage, and protect their biological

diversity; and 3) affecting national policies which impact the protection or sustainable use of natural areas.

The LAC Regional environment program was designed initially to respond to specific congressional concerns about the use of natural resources in the region, and both complements and strengthens Mission programs. The program promotes natural resource use that is both economically and ecologically sound, and that provides equitable benefits within and between generations. Perhaps more importantly, the program's integrated approach allows for the establishment of innovative and replicable "units of conservation" throughout the LAC Region, thereby providing successful examples to other NGO, government, and multilateral lending institutions (i.e., G7 Pilot Program, GEF), and allowing for better regional integration, both ecologically and institutionally.

**Strategic Objective Performance:** Recent mid-term evaluations of the Parks in Peril and Environmental Support Projects elaborated strengths (and weaknesses) of these programs in conserving biological diversity in and around critical sites. Strengths include the following:

- \* Parks in Peril has demarcated boundaries and has established border patrols protecting 22 national parks. An additional 3 parks have completed work plans and budgets, and have started establishing park infrastructure, such as building guard posts and equipping park guards with radio communication and transportation. Between all sites, in 11 different countries, over 1,214 square kilometers have been better protected.

- \* Local NGOs have been strengthened so that they are technically and administratively strong, as well as the leading voice for environmental concerns in their country. Examples from Parks in Peril include: 1) ANCON in Panama, 2) Fundacion Moises Bertoni in Paraguay, and 3) FAN (Fundacion Amigos de la Naturaleza) in Bolivia; from the Environmental Support Project's biodiversity subgrants: 1) Fundacion Neotropica in Costa Rica; and 2) the Minerva Zoo in Quetzaltenango, Guatemala.

- \* An Environmental Support Project grant to the World Wildlife Fund initiated the development of the Mexican Conservation Fund, a local NGO which will manage a \$30 million endowment for the conservation of nature in Mexico.

- \* The Parks in Peril evaluation highlighted the need for better community outreach in the buffer zones surrounding park lands. As a result, this will become a greater priority in program activities and work plans.

- \* Environmental Support Project subgrants initiated in FY-93, such as "Participatory Land Use Classification and Sustainable

Economic Development in Human Impacted Areas of the Tambopata-Candamo Reserved Zone" in Peru, and "Preserving Wildlands and Biodiversity in La Mosquitia" in Honduras, emphasize community participation in the planning and management of natural areas in globally important rain forest sites.

\* An Environmental Support Project subgrant initiated in FY-93, "The Central American Biodiversity Legal Project", supports legal assistance to Central American national and regional institutions, enabling them to better protect biodiversity; addresses regional issues of intellectual property rights in relation to the extraction of natural products; and examines legal means to set aside land for conservation without resorting to outright acquisition or appropriation.

The LAC TECH project has also made significant contributions to the better conservation of biological diversity in LAC. These include:

\* Supporting and advising on the production of "Natural forest Management in the American Tropics: an Annotated Bibliography." The bibliography was compiled to facilitate application of available research findings on natural forest management, to encourage better communications among forest managers, and to stimulate better research.

\* Advising on the design and production of a video, "Promising Approaches to Tropical Forest Management in the Tropics of Latin America," available in both English and Spanish from the Tropical Forest Management Trust, Inc. The video promotes an integrated approach to forest management to develop sustainable, vertically integrated forest enterprises which are socially equitable, economically efficient, and environmentally sound.

\* Completing three case studies in Ecuador, Bolivia and Costa Rica which measure the magnitude of timber trade and pricing policies and their affect on the value and use of forests. The studies found that a number of government policies prevent forest stewards from receiving the full social value of timber, a factor which continues, at great environmental costs, to drive inefficient conversion of forest lands to agriculture.

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| <b>LAC Regional</b>   |
| <b>Agency Goal: Protecting the Global Environment</b>   |
| <b>STRATEGIC OBJECTIVE NO. 6 Improved conservation of biological diversity in and around critical sites throughout the LAC Region</b> |

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|---|--|--|
| <b>PROGRAM OUTPUT NO. 6.1</b> Alternative technologies & practices to rainforest destruction developed and disseminated | <b>PROGRAM OUTPUT NO. 6.2</b> Strengthened community, NGO, and government capacity to sustainably conserve and manage biological diversity | <b>PROGRAM OUTPUT NO. 6.3</b> Development & implementation of improved policies for biological conservation and sustainable use. |
|---|--|--|

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|--|--|--|
| <b>Projects (Number\Title)</b>         | <b>Projects (Number\Title)</b>         | <b>Projects (Number\Title)</b>         |
| 598-0782 Parks in Peril                | 598-0782 Parks in Peril                | 598-0780 Environmental Support Project |
| 598-0780 Environmental Support Project | 598-0780 Environmental Support Project | 598-0807 LAC TECH II                   |
| 598-0807 LAC TECH II                   |  |  |

STRATEGIC OBJECTIVE NO. 6 Improved conservation of biological diversity in and around critical sites throughout the LAC region.

Indicator 6.1: Number of parks/protected areas that are ecologically and financially sustainable

| Unit:   | Number of parks/protected areas |          | Year | Planned | Actual |
|---|---------------------------------|----------|------|---------|--------|
| Source:   | Projects' M&E components        | Baseline | 1994 |         | 4      |
| Comments:<br><br>Criteria: Able to cover operating costs with resources other than foreign donors:<br>- borders in place<br>- biological diversity maintained<br>- area land forested in parks<br>- habitat not converted |                                 |          | 1995 |         |        |
|   |                                 |          | 1996 |         |        |
|   |                                 | Target   | 1997 | 20      |        |

Indicator 6.2: Number of communities in park buffer zones adopting improved practices

| Unit:     | Number of communities    |          | Year | Planned | Actual |
|-----------|--------------------------|----------|------|---------|--------|
| Source:   | Projects' M&E components | Baseline | 1994 |         |        |
| Comments: |                          |          | 1995 |         |        |
|           |                          |          | 1996 |         |        |
|           |                          | Target   | 1997 | 30      |        |

|  |                          |          |      |         |        |
|--|--------------------------|----------|------|---------|--------|
| PROGRAM OUTPUT NO. 6.1 Alternative technologies and practices to rainforest destruction developed and disseminated   |                          |          |      |         |        |
| Indicator 6.1.1: Number of alternative forest and agricultural technologies identified, developed and adopted  |                          |          |      |         |        |
| Unit:  | Technologies/practices   |          | Year | Planned | Actual |
| Source:  | Projects' M&E components | Baseline |      | -----   |        |
| Comments: Baseline and target to be determined. This is a growing part of the Parks in Peril program and an important component of 3-4 Environmental Support Project sub-grants. |                          |          | 1994 |         |        |
|  |                          |          | 1995 |         |        |
|  |                          |          | 1996 |         |        |
|  |                          | Target   | 1997 |         |        |

|   |                          |          |      |         |        |
|---|--------------------------|----------|------|---------|--------|
| PROGRAM OUTPUT NO. 6.2 Strengthened community, NGO, and government capacity to sustainably conserve and manage biological diversity |                          |          |      |         |        |
| Indicator 6.2.1: Local NGOs receiving sustainable funding from either fund raising, debt swaps, or other mechanisms.                |                          |          |      |         |        |
| Unit:   | Number of NGOs           |          | Year | Planned | Actual |
| Source:   | Projects' M&E components | Baseline |      |         |        |
| Comments:   |                          |          | 1994 |         | 4      |
|   |                          |          | 1995 |         |        |
|   |                          |          | 1996 |         |        |
|   |                          | Target   | 1997 | 20      |        |

|  |                                 |          |      |         |        |
|--|---------------------------------|----------|------|---------|--------|
| Indicator 6.2.2: Parks/Protected areas receiving adequately trained park guards and park rangers   |                                 |          |      |         |        |
| Unit:  | Number of parks/protected areas |          | Year | Planned | Actual |
| Source:  | Projects' M&E components        | Baseline |      |         |        |
| Comments: Some training has taken place at 26 sites, and over 600 community extensionists and rangers have received short term training  |                                 |          | 1994 |         |        |
|  |                                 |          | 1995 |         |        |
|  |                                 |          | 1996 |         |        |
|  |                                 | Target   | 1997 | 31      |        |
| Indicator 6.2.3: Number of effective institutions  |                                 |          |      |         |        |
| Unit:  | Number of institutions          |          | Year | Planned | Actual |
| Source:  | Judgement of Mission staff.     | Baseline |      |         |        |
| Comments:  |                                 |          | 1994 | 5-10    |        |
|  |                                 |          | 1995 |         |        |
|  |                                 |          | 1996 |         |        |
|  |                                 |          | 1997 | 20-25   |        |
| PROGRAM OUTPUT NO. 6.3 Development & implementation of improved policies for biological conservation and sustainable use.  |                                 |          |      |         |        |
| Indicator 6.3.1: Number of target policies analyzed, drafted, adopted and implemented.   |                                 |          |      |         |        |
| Unit:  | Policies                        |          | Year | Planned | Actual |
| Source:  | Projects' M&E components        | Baseline |      |         |        |
| Comments: Baseline and target to be determined. Two Environmental Support Project sub-grants directly address this issue, and Parks in Peril has been informally working in policy since the beginning of the program. We are now tabulating these efforts and attempt to become more strategic. |                                 |          | 1994 |         |        |
|  |                                 |          | 1995 |         |        |
|  |                                 |          | 1996 |         |        |
|  |                                 | Target   | 1997 |         |        |

#### **Agency Goal No. 4: Democracy**

The strategic objectives related to democracy for the LAC Regional program have been modified since last year's Action Plan. A single objective, which supports our commitment to the evolution of democracy, better reflects the intent and objective of the LAC Regional Program.

#### **LAC Regional Strategic Objective No.7: Support and Strengthen Regional Democracy Networks and Institutions**

**Overview:** To attain this strategic objective, the LAC Bureau has identified two program outcomes: (a) strengthened regional institutions that support democracy and (b) strengthened networks of democratic institutions and reformers. To accomplish the former program outcome, the LAC Bureau supports the Inter-American Institute for Human Rights and the establishment of the Regional Journalism Training Center. The latter program outcome is being accomplished through the Civic Education Project (a grant to the National Association of the Partners of the Americas), the Accountability & Financial Management Improvement Project and two new projects to support an association of democratic NGOs (beginning FY 1995) and a network of legislatures (beginning FY 1996). The LAC Regional program will continue to build the network of judicial reformers in the LAC region by continuing to support the National Center for State Courts.

#### **A. Strengthened Regional Institutions that Support Democracy:**

-- The LAC Regional Program supports IIDH and its electoral assistance arm, CAPEL. Based in Costa Rica, IIDH conducts courses to enhance the awareness of Latin American leaders regarding the importance of human rights issues. IIDH held its 11th interdisciplinary course on human rights for Latin American practitioners in which over 135 participants representing 34 nations throughout Latin America and the Caribbean attended. The Institute was also successful in increasing international donor support to the point where USG contributions now represent only one-third of the total funding for the 10-day training program. Evidence of enhanced awareness of the importance of human rights is demonstrated by the increase in the number of applications that IIDH receives and the wider support from the western hemisphere and Europe for the course.

Respect for the Institute as a major interlocutor in the field of human rights is demonstrated by the ongoing requests for Institute participation in global conferences and regional meetings. The Institute played a role at the Vienna World Human Rights Conference. Institute director, Dr. Sonia Picado, received the UN's highest award for human rights in 1993 in recognition of the Institute's growing contribution to the field.



The Institute has played an advisory role to the UN Refugee Commission (ACNUR); it has been the technical support for the human rights work of ONUSAL, the UN Mission in El Salvador. It has also provided technical assistance to the government of Colombia on human rights education.

CAPEL has increased its role and visibility in the hemisphere. It remains the secretariat for the regional associations of election magistrates and performed technical assistance to governments and election tribunals in Ecuador, El Salvador, Panama, Paraguay, the Dominican Republic and Mexico over the past year. It also worked on observer missions in Venezuela, El Salvador and Guatemala. CAPEL's publications on political parties, electoral laws and electoral systems remain a vital component of their programming. In the last year, CAPEL published a comprehensive guide to election data in addition to its regular publication, Boletín Electoral. In summary, CAPEL has served as an important contributor to democracy building, and through its electoral assessments has supported the process of transition and consolidation in the region in 1993.

--The Latin American Journalism Project (LAJP--formerly the Central American Journalism Project), was amended this year to allow for the establishment of the Regional Journalism Training Center, to be located in Panama; to expand participation to the Andean countries; and extend the project through March 1997. Florida International University (FIU) expects to have the Center operational by 1995. Media owners have already contributed \$800,000 toward the \$1.5 million endowment needed. A needs assessment, conducted in the Andes in early 1994, determined that the Andes has similar problems and needs as do journalists in Central America. The purpose of the assessment was to determine if the market existed in the Andean region for services to be opened by the training center. However, due to the current unavailability of funds, LAC/RSD is not planning to initiate journalism strengthening activities in the Andes at this time.

An estimated 50% of the journalists in Central America, except Nicaragua, have received some basic training under the project. The first Premios Proceper (a new regional journalism award) was given out last May under the project. FIU is increasing its efforts to work with media owners and managers to improve the efficiency of their operations. FIU also is designing seminars targeted to topics such as coverage of elections, the judiciary, the legislature and the environment thereby generating greater integration with other democracy strengthening programs.

#### **B. Strengthened Networks of Democratic Institutions and Reformers:**

--The Civic Education Project began at the end of FY 93 through a grant to the National Association of the Partners of

the Americas (NAPA, or Partners). NAPA provides training and technical assistance to local NGOs and selected governmental entities that carry out democracy education activities. More specifically, the Project helps local groups conduct needs assessments; provides seed grants to grassroots projects; and supports networking and mutual assistance at the local, national and international levels. Though modestly funded, it has helped spawn and will complement an ever-growing number of bilaterally funded civic education projects and activities throughout the hemisphere.

Central to project implementation are the network and expertise of NAPA and their many institutional chapters and affiliated individual collaborators. Through individual and organizational ties, the Partners are incorporating many other entities in the implementation of this Project, such as the League of Women Voters, the American Federation of Teachers, law school faculties of various universities, newspapers and journalists, bar associations in the United States and Latin America, and the National Audubon Society.

--Under the Regional Accountability and Financial Management Improvement Project and its predecessor, a common "Integrated Financial Management System (IFMS)" concept is promoted and disseminated throughout LAC. The implementation of the concept will improve governmental accountability and financial management. The project seeks to build or support self sustaining regional professional organizations to promote sound financial management and accountability. A Donor Working Group, on which the project's implementing contractor (Casals and Associates) serves as the Executive Secretariat, is a key element for the coordination and involvement of major donors (including the Inter-American Development Bank and the World Bank) interested in financial management in the region. Due to overall LAC budget constraints, the level of effort and period of the project are being substantially reduced.

--Proposed for start in FY 1995, the Association of Democracy NGOs project will establish an association of democracy NGOs in Latin America whose purpose will be to support and strengthen a network of intermediary civic associations within Latin America. The Association would identify and promote the availability of Latin American experts -- and through them, the transfer of skills, materials and experience -- to groups in other countries seeking to encourage citizen participation in democratic processes. It would provide training and technical assistance to member organizations, and would promote dialogue and information sharing among Latin American NGOs, think tanks, government and political reformers, civic groups, universities and other associations. Activities of core group members that are regional in nature or can serve as models for less-developed democracy-oriented NGOs would also be supported.

--Because most efforts in legislative strengthening are bilaterally funded, there are few, if any, avenues available to bring together legislators and/or legislative staff on a regional or sub-regional basis to share experiences, information and lessons learned. A new FY 96 project, the Legislative Linkage Project, seeks to tap the wealth of resources in the United States to introduce new concepts and methodologies and provide for information exchange among Latin American legislators and legislative staff members in much the same way the National Center for State Courts (NCSC) brings to bear U.S. experience and expertise to AOJ issues.

**Other LAC Regional Democracy Activities:** While not directly supporting the LAC Regional democracy strategic objective, the following additional activities are an important part of the democracy program in LAC:

--Civil-Military Relations: This activity addresses an important, yet often ignored, area for the consolidation of democracy in Latin America in the 1990s. If democracy is to flourish, militaries must be supportive of the rule of law and constitutional government, and civilians must be knowledgeable of national security issues including military budgets and oversight of the military. The American University has contributed greatly to the knowledge base in the region through scholarship, exchange, dialogue and networking with prominent Latin American experts, both civilian and military. It continues to sponsor events and to publish current, thoughtful works on the subject matter as well as to respond to specific requests such as assisting with the establishment of the Strategic Studies Center for National Security (ESTNA) in Guatemala. A second volume of studies, tentatively titled "Civil-Military Relations in the Year 2000" will soon be published. This work examines the consolidation of democracy and the importance of civilian-military relations in the post-cold war period. A follow-on proposal from American University is being reviewed to continue support for this important subject in more concrete and objectively verifiable means such as training and technical consultancies as well as research and dialogue. Unfortunately, an adverse legal opinion and ESF budgetary shortfalls have delayed approval of this project. Plans are made to provide modest additional support to the ongoing dialogue project in order to respond to requests for assistance in El Salvador, Ecuador, Argentina, and Chile.

--Labor-Management Relations: A new FY 1996 project, the Labor-Management Relations Improvement project, is part of a comprehensive effort to modify the traditional, adversarial labor-management relations that historically have hampered economic growth and democratic institution-building in the LAC region. This project will attempt to displace this model through the creation of cooperative, nonadversarial labor-management

models at the plant level in selected countries. The effort to institutionalize cooperative labor relations models in an outgrowth of findings and recommendations originating from a series of USAID-sponsored activities in the region including the Inter-American Symposium on Emerging Frameworks for Labor-Management Cooperation held in the Dominican Republic in February 1993, and four workshops on Innovative Labor-Management Cooperation Models currently underway. The cooperative labor-management models to be developed under this project will empower workers and management in unionized plants through joint participatory efforts to improve overall working conditions and wages, productivity, and competitiveness in regional and global markets. Once in place, these models will be showcased throughout the LAC region so that they may be replicated.

|  |
|--|
| LAC Regional   |
| Agency Goal: Democracy   |
| STRATEGIC OBJECTIVE NO. 7 Support and Strengthen Regional Democracy<br>Networks and Institutions |

|  |  |
|--|--|
| PROGRAM OUTPUT NO.<br>7.1 Support and Strengthen<br>Regional Democracy<br>Institutions | PROGRAM OUTPUT NO.<br>7.2 Support and Strengthen<br>Regional Democracy<br>Networks |
|--|--|

| Projects (Number\Title)                           | Projects (Number\Title)                                      |
|---|--|
| 598-0591 Human Rights<br>Initiatives (IIDH/CAPEL) | 598-0813 Partners/<br>Conciencia Civic Ed.                   |
| 598-0802 LA Journalism                            | 598-0800 Accountability<br>& Financial Management            |
|   | 598-0826 LAC Regional<br>Support (to Strengthen<br>Democracy |
|   | 598-0828 Legislative<br>Linkage Project                      |

STRATEGIC OBJECTIVE NO. 7 Support and Strengthen Regional Democracy Networks and Institutions

PROGRAM OUTPUT 7.1 Support and Strengthen Regional Democracy Institutions

Indicator 7.1.1: Lessened Dependence on USG funds

| Unit:   |          | Year | Planned | Actual |
|---|----------|------|---------|--------|
| Source: Recipient Financial Reports   | Baseline |      | -----   |        |
| Comments: This is one way to indicate the strength of a regional institution. Targets to be established during upcoming year. |          | 1994 | -       |        |
|   |          | 1995 | -       |        |
|   |          | 1996 | -       |        |
|   |          | 1997 | -       |        |
|   |          | 1998 |         |        |
|   | Target   | 1999 |         |        |

Indicator: 7.1.2: Involvement/Legitimacy of Regional Organizations

|   |          |      |       |  |
|---|----------|------|-------|--|
| Unit:   |          |      |       |  |
| Source:   | Baseline |      | ----- |  |
| Comments: Regional organizations actively involved in important issues in the region will become more knowledgeable and respected as organizations. |          | 1994 |       |  |
|   |          | 1995 |       |  |
|   |          | 1996 |       |  |
|   |          | 1997 |       |  |
|   |          | 1998 |       |  |
|   | Target   | 1999 |       |  |

| PROGRAM OUTPUT NO. 7.2: Support and Strengthen Regional Democracy Networks  |          |      |         |        |
|---|----------|------|---------|--------|
| Indicator 7.2.1: Strengthened Judicial, Legislative, Civic Education, etc. NGOs in LAC  |          |      |         |        |
| Unit:   |          | Year | Planned | Actual |
| Source:   | Baseline |      | -----   |        |
| Comments: This indicator is very difficult to measure using quantitative indicators. If local NGOs communicate and network with each other and achieve results, then the NGOs can be assumed to have been strengthened. |          | 1994 |         |        |
|   |          | 1995 |         |        |
|   |          | 1996 |         |        |
|   |          | 1997 |         |        |
|   |          | 1998 |         |        |
|   | Target   | 1999 |         |        |

**Cross-Cutting Objective:**

**LAC Regional Strategic Objective No. 8: LAC Bureau Technical Services for Strategic Planning and Monitoring of Implementation**

**Overview:** This Strategic Objective cuts across the four Agency goals and the LAC Regional Strategic Objectives. The objective is being accomplished through the Bureau's ongoing technical services project (EHRTS, HNTSS, ESP, LAC TECH II, AOJ Support, and Trade and Investment Development) and the new proposed Strategy and Analysis for Latin and Caribbean State of the Americas (SALSA) project. As the current projects come to an end, the technical services provided to Missions relating to project design, evaluation and implementation will be obtained directly from the Global Bureau. Technical assistance for strategic planning and monitoring of implementation will be obtained through the SALSA project which is intended to be a funding mechanism for the LAC Bureau to obtain services from the Global Bureau.

At last year's LAC Regional Action Plan review it was agreed that we would not continue to report on the provision of technical services in the PRISM format, i.e., we would not track and report on program outcomes, indicators, etc. The activities under these projects contribute to the accomplishment of Mission strategic objectives and, therefore, their impact should be reported by the Missions.

**Strategic Objective Performance:** It was further agreed that included in the LAC Regional Action Plan would be narrative highlights of accomplishments under these projects. Provided below are such examples:

1. Under the Trade and Investment Development Project, TA was provided for project design to USAID/Jamaica and USAID/Dominican Republic. The contractor (Nathan) assisted in drafting a legislative initiative in Honduras to authorize and regulate a securities exchange system and is currently working on revising legislation governing insurance and pension funds. Other contract activities ranged from an investment climate assessment for USAID/Ecuador to development of an information data base related to intellectual property rights in Latin America.

2. One of the most significant successes under the Education and Human Resources Technical Services project is conceptualizing the design and scope of the landmark El Salvador Education Sector Assessment. This is significant because it marked a departure from the traditional approach of a highly technical document written by foreign consultants for a few persons in a ministry of education. EHRTS made the process collaborative by involving Salvadoran technicians, managers, and



opinion makers. After having jointly identified human development constraints in the national education system, a blue ribbon committee composed of the leading Salvadoran PVOs devised a national strategy to deal with the education problems of El Salvador and began to create awareness and formulated long-term solutions and helped generate demand for policy reform in the Salvadoran education sector.

3. The Health and Nutrition Technical Support Services (HNTSS) project has significantly assisted USAID missions achieve their strategic objectives and has been involved with donor coordination in support of both strategic and policy objectives. In Jamaica, the project provided TA to support the innovative Health Sector Initiatives Project in its efforts to encourage cost-recovery, privatization and divestment of support services, low-cost insurance schemes, cost containment in pharmaceuticals, Ministry of Health (MOH) reorganization and decentralization, and the development of improved management skills. In Paraguay, TA is helping the MOH to become a model ministry for public sector reorganization and decentralization. The project supports significant management training and is initiating an innovative process to rationalize the personnel system. HNTSS is also supporting the new Bolivian government's major reform initiatives in decentralization, cost recovery and quality improvements. Innovative methodologies for determining the cost-effectiveness of micronutrient supplementary feeding and breastfeeding programs have been developed and studies carried out in Guatemala, Brazil, Honduras, Jamaica and Mexico. In addition, HNTSS is promoting an innovative approach to improving the quality of service and decentralized decision-making in both hospital and primary health care services in Guatemala, Bolivia, Paraguay and Jamaica.

4. The Administration of Justice Support project with the National Center for State Courts (NCSC), accomplished a series of actions intended to build counterpart consensus and to educate both USAID and host government officials on core areas for improving access, reducing delay, and strengthening judicial independence in Latin American judicial systems. In June 1993, the NCSC organized a judicial reform roundtable meeting of high level counterpart officials to discuss host country reform objectives and to identify perceived areas for priority action. Based on the responses fielded at the roundtable, the NCSC designed regional conferences to demonstrate a process for courts to design and undertake delay reduction programs and to suggest a role for alternative dispute resolution mechanisms in Latin American legal systems. These conferences demonstrated a quick response capability of the NCSC to target areas of program development bridging priority areas of U.S. Government and host country concern. The conferences have spawned a number of specific bilateral projects and independent host country initiatives in delay reduction and alternative dispute resolution that assist U.S. Government program objectives in supporting

efforts to strengthen the administration of justice and rule of law in LAC.

5. Under the Environmental Support Project an environmental assessment for the use of pesticides for the fumigation of PL 480 Title II commodities in warehouses was completed for USAID/Haiti. The EA provided 7 general recommendations and 48 site-specific actions which include integrated pest management and minimize the use of chemical fumigants. These new approaches will save both financial and natural resources. An ESP advisor was also instrumental in the design, review and selection of implementing organizations and responsible for the establishment of an integrated environmental review process for Bolivia's Sustainable Forestry Management project. Finally, a Tropical Forestry Conservation and Biodiversity Protection Analysis was completed for USAID/Nicaragua. This analysis helped meet requirements of FAA Sections 118 and 119 and will be included in the FY 1996-97 Action Plan. Key recommendations included increasing emphasis on forest and land management in resettlement zones, increased attention to leveraging funds to clean up lakes Micaragua and Managua, and an increased integration of family planning activities into the Mission's health and nutrition projects.

6. The Ag. & Natural Resources Management project (LAC TECH II) produced and disseminated findings on topics (such as rural poverty, rural finance, and non-traditional agriculture export regulations) responding to new Bureau initiatives in broad-based rural growth. LAC TECH advisors assisted USAID Missions in Peru, Ecuador, and El Salvador to develop new strategic guidelines for economic growth. The LAC TECH Food Security Advisor provided technical support to Haiti, Guyana, Nicaragua, Bolivia, Peru, and Honduras in development of food security programs utilizing PL-480 resources. A LAC TECH workshop on "organizational management for sustainability" for eight Peruvian NGOs implementing USAID activities in agricultural policy reform, environmental protection and microenterprise development resulted in institutionalizing new management tools, enabling the NGOs to perform more effectively with greater responsiveness and accountability. Advisors assisted El Salvador to develop interventions to bring about sustainable increases in NTAEs produced by small-scale farmers. LAC TECH has initiated a video documentary of USAID's efforts to promote non-traditional agricultural exports, and the significant positive impact of this initiative for lower-income groups in LAC. Finally, a LAC TECH advisor has addressed legal issues in land tenure, and assisted in development of tenure and resource management policy frameworks in Nicaragua, Bolivia, and Guyana.

### III. PORTFOLIO ANALYSIS: STATUS OF PORTFOLIO

#### A. New Activity Descriptions (NADs)

Eleven new projects are proposed as follows--seven in FY-95 and four in FY-96:

##### FY-95

- 598-0803 - Civil Military Relations\*
- 598-0810 - Resources for Latin America Training and Education (RELATE)
- 598-0822 - Free Trade Expansion
- 598-0823 - Partnership for Educational Reform in the Americas (PERA)
- 598-0824 - LAC Regional Program to Reduce HIV/AIDS
- 598-0826 - LAC Regional Support (to Strengthen Democracy)
- 598-0829 - Strategy and Analysis for Latin and Caribbean States of the Americas (SALSA)

##### FY-96

- 598-0821 - Poverty Alleviation through Land Access (PALA)
- 598-0825 - Health Priorities Project
- 598-0827 - Labor Management Relations Improvement
- 598-0828 - Legislative Linkage

\*A NAD is not include since the project will be based on an unsolicited proposal from American University.

## **New Activity Description**

**FY 1995**

**Activity Title:** Resources for Latin American Training and Education (RELATE)  
**Activity Number:** 598-0810  
**Funding:** DA  
**Fiscal years:** FY 1995 - 99  
**LOA funding:** \$50 Million:  
                    \$45 Million buy-in  
                    \$ 5 Million Core

### **1. Relationship to Agency and Bureau Bureau Goals:**

This activity supports the achievement of Broadly Based, Sustainable Economic Growth as well as Democratic Initiatives, while at the same time producing substantial cost savings in a key project area, skill training of staff for ongoing sustainability of Mission programs.

### **2. Consistency with LAC strategy**

RELATE is consistent with and directly supports LAC Bureau strategic objectives of achieving broad-based sustainable economic growth, by helping countries to address areas of human capital skill deficit and to remove private and public productivity bottlenecks, e.g. by preparing for full, responsible participation in regional free trade associations and agreements.

It will also advance implementation of Missions' Democratic Initiative programs by providing skills and attitudes necessary for community-level leaders to plan and present initiatives effectively, national and regional agencies to create responsive and transparent processes for public service, or for effective drafting and implementing of public law and regulation.

RELATE will help Missions generally to increase the cost effectiveness of their participant training while continuing to support Bureau objectives through targeted recruitment in high priority areas and project-related training.

The RELATE Activity will cut the rapidly escalating cost of participant training activities while strengthening commitment among U.S. universities to Latin American Development. This will preserve Mission commitment to training activities which affect both broad-scale attitudinal change and skill transfer.

### **3. Relationship to USAID and other donor activities**

RELATE will optimize the use of training resources in the LAC Region. The cost-saving and cost-sharing mechanisms of RELATE will serve as models to other Bureau's for their own training programs, and free up Mission funds for other priority undertakings.

#### **4. Project Description**

**a. Problem:** The cost of participant training has been rapidly escalating to the point where it now costs an average of \$25,000-\$27,000 per annum for long term academic training. Over the last few years, USAIDs in all geographic bureaus except for Eastern Europe have shown declining enrollments of participant trainees. Global enrollments dropped 9.4% over comparable periods from FY 92 to FY 93; in LAC, the drop was 14.0%, from 3,182 to 2,738 enrollments. The reasons universally given relate to cost increases per unit of participant training.

Some Missions do not recognize the shortsightedness of curtailing training programs, which when effectively selected and run give the best guarantee of continued sustainability for Mission activities after closeout or funding reduction. Where new activities are planned in Sustainable Economic Growth with Equity, e.g. implementation of NAFTA and other regional free trade area agreements, skill gaps in technical program planning, design and execution constitute a prime obstacle to forward motion.

#### **b. Proposed Activity:**

RELATE is very simple: it seeks to reduce the unit cost of both long term and short term participant training by eliciting creative ways of sharing cost and furthering cost effectiveness by training providers. USAID, admitting it does not have all the answers, we will seek in the design process to tap the creativity of the private sector based on its direct experience recruiting, placing and evaluating trainees.

Trainee selection and enrollment criteria will reflect those elements found useful and sustainable under CLASP-II. Current CLASP performance targets of 10% HBCU enrollments, 40% women selectees and emphasis upon the selection of leaders will remain. The enrollment target of 70% socio-economically disadvantaged will be reviewed and clarified in response to Mission comments solicited in a recent probe of CLASP-II efficiencies.

RELATE will provide a Regional project shell, analogous to that of CLASP-II, for individual USAIDs to buy into. The regional project will furnish a list of preselected training institutions in specified topic areas that guarantee enrollments under a fixed

cap on costs per trainee-month, analogous to a list of IQC's which Missions may access for specific services. Unlike CLASP, a single contractor will handle all placement and maintenance.

LAC regional costs will be limited to project management, contract management, evaluation and support of HBCU enrollments or other LAC priorities.

**c. Preliminary verifiable indicators:**

**i. LAC Goal level:**

- Absolute levels of RELATE enrollments for participant trainees in new, top priority activities by LAC Missions, compared to its use in lower-priority projects;
- Measures of LAC enrollment rates in participant training, one year after RELATE commences compared to prior annual levels;
- Aggregated costs of LAC participant trainee enrollments per training month under RELATE, compared to equivalent costs of non-RELATE enrollments.

**ii. Regional Activity level:**

- Training institution and contractor compliance with cost-capping guidelines, cost-sharing initiatives;
- Trainee satisfaction with quality and relevance of program/coursework site selected, as measured 12-18 months after return to job site;
- Training institutions' satisfaction with assigned trainees' background/readiness for training, contractor's logistical support of trainees and institutions.

**5. Anticipated Impact on Training Access and Participation**

a. Access to training under this project will be available to all LAC Missions, and not limited to current CLASP members, and to all participant trainees of a Mission (even project funded) not restricted to those under CLASP.

Missions retain the freedom to use training institutions outside of RELATE, which only exists to provide cost savings with no loss of training quality and to make continuance of CLASP criteria economically feasible.

b. Procedure: LAC/DR/EHR will draft an Invitation for Bids requesting prospective contractors to develop ideas as to how they would go about limiting the cost to A.I.D. of long term

participant training to an amount not to exceed \$1,200/month including tuition, health and accident insurance (HAC), fees and administrative costs. To encourage more widespread HBCU participation, USAID/W will cover up to \$1500/mo. of HBCU costs.

c. Cost sharing: The contractor will make clear to responding bidders that they are free to consider co-funding (cost sharing) to cover individual participant trainee costs above the ceiling amount that A.I.D. will pay, from universities, private foundations, state governments or interested business enterprises but not from another branch of A.I.D. or the host government of the trainee's home country.

d. Project design: Since the eventual RFP for this activity would require considerable investment on the part of hopeful bidders for travel and negotiation in constructing consortia of training providers who are willing to participate at a reduced level of USAID sponsorship, it is likely that the design mode chosen will be the Design and Perform (DAP) mode. Competition for design will take place at an earlier stage, based upon an expanded concept paper, and the criteria for selection of the successful bidder will be based upon creativity of approach combined with proven experience. USAID will then be free to award the implementation contract without further formal competition.

#### **6. Feasibility Issues:**

What indications are there that universities will be willing to substantially reduce or share the cost of participant training?

- Under the AFGRAD project which was managed by the African American Institute, all participating universities waived tuition entirely.
- Under the Europe Bureau participant training program, universities have agreed to accept \$12,000 per year as A.I.D.'s share of the cost.
- Under the Georgetown CASP/CASS activity, all participating Colleges have agreed to charge in-state tuition; some have entirely waived tuition.
- The State of Florida has already proposed to absorb 1/3 of the cost of A.I.D. sponsored participants enrolled in Florida State Institutions.

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## NEW ACTIVITY DESCRIPTION

### 1. Basic Data

Activity Title: LAC Free Trade Expansion  
Project Number: 598-0822  
Funding Source Identified: Development Assistance  
Duration: FY 1995 - 1999  
Proposed LOA Funding: \$10,000,000

### 2. Strategic Fit with Agency/Bureau Goal

This activity will significantly contribute to the Agency's goal of Encouraging Broad-based Economic Growth, as defined in Strategies for Sustainable Development. Specifically the activity will increase incomes and employment opportunities for a broad cross section of the region's population through increased economic activity resulting from greater access to markets within more open economies.

### 3. Consistency with LAC Bureau Strategy

A. Activity Goal: "To support U.S. foreign policy creating a free trade area in the Western Hemisphere" is fully consistent with the Bureau's strategy objective of sustainable development, expanding markets, and opening economies on a regional basis. Preliminary verifiable indicators for achieving the activity goal include: (1) Increase in domestic and foreign investment, as well as trade flows, in countries that reform policies; (2) increase in employment and incomes.

B. Activity Purpose: To "establish the capacity in LAC countries to participate in international commerce that improves labor/management relations, safeguards the environment and expands the entrepreneurial base" -- all essential elements of a hemisphere-wide free trade regime. Preliminary verifiable indicators for achieving the activity purpose include: (1) The adoption and proper enforcement of mutually acceptable internationally recognized standards regulating commercial activity; (2) Increase in the number of entrepreneurs participating in the economy.

C. Brief Description of Activity Components: To achieve the purpose the following components are contemplated:  
(1) Improved Labor/Management Relations: This component will provide assistance to LAC countries through the provisions of technical assistance, training and workshops to insure local labor laws and regulations protect the internationally recognized rights of workers while improving labor/management relations to increase productivity and incomes; (2) Environmental Safeguards: This component will provide technical assistance and training to public agencies, private



sector institutions and local NGOs concerned with the environment in order to establish and enforce environmental guidelines and regulations (brown and green) for industry and commerce and protection of biodiversity; (3) International Commerce: This component, USAID will provide technical assistance and training to public and private agencies to enhance their capacity to regulate and conduct international commerce and adhere to mutually agreed to acceptable standards. Specifically, the activity will identify and assist countries to eliminate non-tariff barriers to trade such as weak or non-existent intellectual property rights laws, complex customs procedures, weak or non-existent quarantine controls, ineffective pesticide regulation, lack of uniform products grades and standards, and to adopt codes and regulations needed for hemispheric free trade arrangements; (4) Impact Analysis and Consensus Building: This component will provide assistance for analyzing the impact of free trade reforms on various sectors and groups, particularly those who may be adversely affected. In addition, it will support activities such as regional workshops and conferences to examine issues and build broad support for implementing needed reforms.

D. Anticipated Impact on Poverty Alleviation, Access and Participation, Including Gender Level Impact: The project will give attention to low income groups and/or women, as well as the informal sector, in order to monitor and assist these groups as may be required. It is anticipated that the economic benefits (increased incomes and employment) that will accrue to individual countries as a result of the enhanced enabling environment and an expanded commercial trade throughout the region will benefit all levels of societies.

E. Dialogue Agenda: It is anticipated that a broad agenda of policy issues related to trade, labor and environment will be discussed at the national and regional levels involving both the public and private sectors. Emphasis will be placed on the elimination of non-tariff trade barriers through the establishment of region-wide adoption universal labor provisions, environmental guidelines and intellectual property rights protections, as well as uniform customs procedures, quarantine systems and product standards. In addition the dialogue agenda will ensure that the views of disadvantaged groups will be brought forward. Broad based participation will be stressed by working with NGO's, the public sector and the private sector to involve various sectors and/or groups to partake in consensus building for free trade reforms.

F. Donor Coordination: The IDB has in recent years provided assistance to upgrade national investment regimes and deal with other specific non-tariff barriers such as quarantine services and pest risk assessments in various countries in the region. The World Bank has provided assistance to streamline customs procedures in various countries and has carried out

extensive policy dialogue with host governments to lower protective tariffs. The IDB has financed numerous institutional strengthening activities to improve the capacity of environmental agencies to regulate and enforce environmental laws. The Bureau will work closely with the IDB and others so that the activity will complement and enhance other donor programs.

**G. Inter-agency Coordination:** The USTR is the lead agency responsible for directing the process of hemispheric free trade expansion. USAID will coordinate with the USTR and work with other USG agencies to deal with the broad policy framework that has been established as part of the U.S. foreign policy objectives for pursuing hemispheric free trade agreements. It could include such linkages as the multi-agency integrated action plan used with Mexico, the World Trade Organization issue-specific coordination, and interagency coordination on country-specific issues. USAID will work with other agencies to obtain their direct support for the pursuit of the regional U.S. foreign policy objective with free trade.

**H. Regional Approach:** Through the various coordination activities outline above, USAID will provide assistance to countries where it has and does not have a presence. This could be done through regional discussions or by providing assistance in specific policy areas based on experiences learned in other countries.

#### **4. Policy and Design Issues**

**A. Sustainability of Proposed Activities:** The proposed activities involving the elimination of non-tariff barriers, improvement of labor/management relations and establishment of environmental safeguards will all contribute to the long-term sustainability of economic development in the region. The institutional strengthening activities envisioned in the project will emphasize financial self-sufficiency of both public and private agencies to insure lasting trade policy reform.

**B. Potential Issues and/or Innovative Program Approaches:** Many USG agencies have ongoing projects addressing labor, environment, health and commerce problems in the Mexico/U.S. border area. During project design the umbrella type Participatory Agency Service Agreements (PASAs), such as with the Department of Commerce Patent and Trademark Office, the Department of Labor, the Environmental Protection Agency, the USDA/APHIS and other USG agencies, will be used. This activity will also attempt to complement and augment these efforts through linkages to initiatives such as the multi-agency Integrated Environmental Action Plan for the U.S. - Mexico Border. Linkages to other government/private sector initiatives such as the Environmental Technology Trade

Initiative can contribute to increased use of cost-efficient environmental technology and the subsequent economic benefits derived from this increased use.

C. Linkages to the Utilization of Global Bureau Resources and LAC Regional Program: Maximum use will be made of resources available in the USAID regional bureaus and the new global bureau during project design and implementation. Assistance in most environmental areas (harmonization of legislation, environmental education, cleaner technologies) can be tapped through buy-ins to Global Bureau environmental projects.

D. Management and Support Requirements: Activity design will involve two USDH employees (1 LAC and 1 Global), in addition to a U.S. consulting firm. Once authorized, the activity will require one full-time USDH for activity management.

E. Timetable and Resource Requirements: The project paper will be completed by the end of FY '94, with authorization and initial obligation of funds in the second quarter of FY '95.

F. Recommendation on Delegation of Authority: Delegation of authority is not applicable to a regional bureau.

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NEW ACTIVITY DESCRIPTION (NAD)  
(FY 95)

Activity/ Project Title:

**Partnership for Educational Reform in the Americas. (PERA)**

Activity Project Number: 598-0823      Funding Source Identified: DA

Duration (Fiscal Years):

**FY 95-99**

**I. STRATEGIC FIT WITH AGENCY GOAL:**

This project supports Agency efforts to alleviate poverty and enhance sustainable development.

**II. CONSISTENCY WITH BUREAU STRATEGY:**

**(a) Activity Goal and Purpose:**

The LAC Bureau recognizes the important linkage between investing in people and the realization of objectives in economic growth, fertility reduction, environment and democracy. The Bureau further recognizes that the reform of education in the region is a large and costly task, that will require a high degree of concertation among various actors.

The Partnership for Education Reform in the Americas is the principal vehicle through which the LAC Bureau will dialogue and interact with governments in the region, IFI's, and other donors, with regard to eradication of illiteracy and the development of human resource base.

The project's Goal is to enable all people, through education, to participate in and benefit from the political, social and economic process. The purpose, is to make quality, basic primary and secondary education available to all of the people in the region.

**(b) Anticipated Impact:**

This project will provide funding for a hemispheric partnership for education policy reform. The partnership will serve to elevate the importance of investment in education to alleviation of poverty within the region, and will generate a platform of common objectives pertaining to the development of the region's human capital.

**(c) Activity Description:**

**Objectives:**

The Partnership for Education in the Americas will advocate educational models based upon a series of discrete principles:

(i) The need to maintain global competitiveness in an open market economic environment through the development of a more educated and skilled workforce; a workforce that is capable of teamwork, problem solving and creative thinking.

(ii) The need to develop and sustain a more democratic and participative citizenry by influencing and reforming:

- (a) "how" children learn;
- (b) "what" children learn;
- (c) the role of the community in the educational process.

(iii) The need to redefine equity in terms of outcome or achievement rather than simply access the educational system. Enrolling larger numbers of poor or disadvantaged children in school makes no sense at all if the increases result in lower quality education.

(iv) The need for fundamental improvement in the teaching profession.

#### **Implementation:**

The PERA project will provide funding for invitational travel, a share of the cost of a secretariat for the Partnership, and technical assistance for research and social marketing in areas related to education and human resource development. The project will complement activities of the Inter American Dialogue and the Inter American Development Bank that fund national education task forces in selected countries around the region. PERA will provide a forum for the sharing of experiences in the Americas on financing, curriculum, teacher training, equity, book and material production, decentralization, teaching for democracy, values, etc. Technical assistance will conduct literature research on the state of the art in each of these areas, which will serve as the focal point for a series of regional exchanges of ideas. The Partnership will also research the statistical impact of investment in education upon each of the strategic objectives of the LAC Bureau, including poverty alleviation, sustainability, crime and drug use. Computer interfaces will be developed under the project, for social marketing using graphic displays for research findings.

**Coordination:** This project will be coordinated closely with the World Bank, The Inter American Development Bank, The Inter American Dialogue, the Organization of American States, UNICEF and UNESCO, NGO's and national governments. It is anticipated that, over time, much of the cost of the activities and of maintaining the secretariat will be jointly shared.

#### **Policy and Design Issues:**

- (i) Sustainability: The Partnership for Education Reform in the Americas, is designed to enhance the sustainability of the development process in all sectors by adding value to the stock of human capital. The Partnership itself,

however, should not be necessary beyond the five year period envisioned.

(ii) Potential Issues and/or innovative program approaches: The PERA project depends upon, and is intended to stimulate a high level of collaboration among donors, IFI's, NGO's, and national governments. If this is perceived to be a uniquely bilateral U.S. initiative, it may not be as successful as we would like. The approach to this initiative is innovative in that it seeks to establish and support a regional institution that represents the interests of all of the Latin American stakeholders in the education sector.

(iii) PERA is closely linked to U.S. free trade strategy in the region, and complements similar undertaking by the IDB and the Inter American Dialogue. It also complements the work undertaken by the U.S. Coalition for Education for All.

**Level of Effort:** \$3,750,000 over five years. Implementation should begin by January, 1995. It is proposed that we proceed directly to Project Paper design in view of the urgency of the presidential initiative. Buy-ins will not be accepted.

## NEW ACTIVITY DESCRIPTION

### 1. Basic Data

Activity Title: LAC REGIONAL PROGRAM TO REDUCE HIV/AIDS  
Activity Number: 598- 0824  
Funding Source: DA  
Duration: FY 95 - FY 02  
Proposed LOA Funding: \$33.0 million

### 2. Strategic Fit with Agency/Bureau Goal

USAID's new strategy for population and health singles out HIV/AIDS as one of the highest priorities. Although HIV is considered the most pressing public health problem in the LAC region, HIV/AIDS programs have been grossly underfunded.

### 3. Consistency with Bureau Strategy

(a) Activity Goal. The goal of the activity is to reduce the transmission of HIV/AIDS in the LAC region.

HIV/AIDS is increasing at an alarming rate throughout Central America. For example, in San Pedro Sula, Honduras, it is projected that by the year 2000, HIV prevalence among the general population will reach 14%. Heterosexual contact now accounts for 70-80% of HIV transmission throughout the LAC region where it is estimated that 5000 new HIV infections occur every week. Well over 1.5 million people in LAC are currently infected, with this number projected to climb to 2.0 million by mid-decade.

#### Preliminary Verifiable Indicator:

Rate of new HIV infections

(b) Activity Purpose. The purpose of the activity is to enhance efforts to reduce the rate of sexually-transmitted HIV infection

This project will address multi-country, cross-border HIV/AIDS transmission issues. It will selectively reinforce country activities with regional significance and emphasize coordination and collaboration among countries throughout the region and particularly in sub-regions such as Central America, where resources will be focused initially.

#### Preliminary Verifiable Indicators:

Rates of selected STDs in high risk groups;  
Condom access by selected high risk groups;  
Multi-country activities in place and being implemented;  
Knowledge and awareness of HIV and prevention practices among selected population groups;  
Correct STD case management;  
Condom use among selected high-risk groups.

(c) Activity Description. The LAC Bureau proposes to expand its current "emphasis country" approach to HIV/AIDS programming to support activities that benefit countries sharing the same borders and "at risk" population throughout the region.

This activity will be designed: to raise awareness of the HIV/AIDS pandemic among policy makers, program planners, public and private sector entities involved in HIV/AIDS prevention; to implement multi-country and cross-border activities for geographic areas of affinity (such as the Central American isthmus); and to foster coordination and collaboration among governments to use scarce resources efficiently and effectively in the implementation of programs.

The project will mobilize support among policy makers by raising awareness of the potential impact of HIV/AIDS on both the welfare of the general population and the socioeconomic development of the country and its sub-region. The epidemic has not been perceived as posing a serious threat to the overall well-being of each country. While existing programs have raised personal awareness among some groups, they have not created widespread demand for information and services.

To decrease transmission, it will be necessary to mobilize hard-to-reach groups and to engender community participation. PVOs and NGOs are crucial in this regard. To help support such programs in the LAC region, USAID will provide resources to strengthen NGOs/PVOs to enable them to serve as advocates for favorable policy and to implement preventive activities. Possible interventions include: creating a network for information exchange, collaboration on implementing activities, sharing technical resources; strengthening and/or redirecting existing health/population NGO/PVO networks; pairing U.S. or other LAC country NGO/PVOs with groups in the sub-region; creating an umbrella organization for NGO/PVOs to access the services they need to implement activities. These options will be explored as part of further design work.

It is also essential to mobilize the for-profit private sector. A number of U.S. corporations have successful HIV/AIDS workplace programs. Their experience and guidance would be valuable to LAC private sector companies to enable them to support HIV/AIDS prevention and participate more fully in their country's program.

USAID will contribute resources to create a sub-regional coordinating mechanism to bring donors, public and private sector entities and NGOs together on a sub-regional basis. Models for this type of coordination already exist in the subregion. USAID has worked closely with PAHO and other donors on immunization programs through Inter-Agency Coordinating Committees (ICCs) both on the country and regional levels. Some of the country ICCs



have been expanded to include other health interventions. We will explore using this model to include HIV/AIDS programs.

A secretariat or technical arm of the coordinating mechanism will develop a plan of action as a basis for planning strategic interventions as well as mobilizing resources, and present it to the Central American governments and other participating organizations for their comment and approval.

The plan will include strategies to address the following areas:

- Reduction of sexually transmitted diseases (STDs) which facilitate the transmission of HIV during sexual contact. Efforts will be made to explore alternative STD drug supply options, to improve current STD services, and to integrate STDs diagnosis and treatment into family planning and other clinical settings.

- Behavior change through a variety of channels that includes not only increased knowledge of HIV/AIDS but creates a demand for condoms, encourages STD treatment seeking behaviors and promotes risk reduction.

- Condom programming to promote consistent and correct condom use and to ensure the availability of a reliable supply system. For example, we will examine the feasibility of condom social marketing for the Central America subregion, identify constraints to access of condom supplies, and develop a plan for increasing condom availability and use.

- Prevention efforts targeted for example at groups susceptible to cross-border transmission such as truckers and commercial sex workers along truck routes.

- Options for linking private sector, NGO, PVO groups in the subregion to implement multi-country activities. This could include, for example, professional organizations of pharmacists, physicians and other health care providers. In the private sector, AIDS in the workplace programs have been successful in a number of countries. Experience in this area could be shared with commercial and industrial firms in Central America and other sub-regions.

USAID will contribute: technical assistance to the coordinating mechanism, to other donors in developing their programs and to NGOs/PVOs and private sector entities; resources for implementing multi-country and cross-border activities to raise awareness, increase prevention, and promote collaboration and information exchange; resources for strengthening the capacity of NGOs/PVOs to implement HIV/AIDS prevention activities. Some limited support will also be provided to country programs, particularly where these can have sub-regional impact.

#### (d) Anticipated Impact on Poverty Alleviation

The future political, economic and social development of the region is threatened by the HIV/AIDS pandemic. Extensive intraregional migration patterns allow for increased dissemination of the virus. During the decade of the '80s, fragile economies, disintegrating governments and war resulted in increased urbanization and the breakdown of family units. These

conditions have forced many people to become economically active at a young age and led increasing numbers into commercial sex work to supplement their incomes. Economically productive young adults (the 25-44 age group) are hardest hit by HIV/AIDS. This has severe implications on future economic development as the costs of AIDS-related morbidity and mortality tax both human and financial resources.

(e) Policy Dialogue Agenda

The purpose of this intervention is to bring together other donors, host governments, NGO/PVOs and the private sector to coordinate efforts. The coordinating mechanism will provide a forum for dialogue on policy issues, creating a favorable policy environment to overcome existing barriers to prevention efforts. Key policy dialogue areas would include:

- identifying regulatory, legislative, and political barriers to increased condom and STD drug access;
- identifying barriers to increasing awareness of the HIV/AIDS pandemic among the general population;
- increasing awareness of the potentially devastating impact of HIV/AIDS on the economies and societies in the region.

(f) Donor Coordination

This activity will seek to mobilize other donors, governments, and NGO/PVOs to use their comparative advantages in coordinating and implementing prevention activities.

(g) Policy and Design Issues

-- Sustainability

The activity is designed to address the issue of sustainability by collaborating with a wide range of organizations, both public and private, to ensure adequate support for efforts to combat the epidemic. Resources will be provided to promote coordination and collaboration with an emphasis on efficiencies in implementing activities.

-- Global vs Regional Management/Implementation

The issue of appropriate management oversight within the Agency will be addressed during the design phase. There are several options: the activity could be managed by the LAC Bureau as is the Accelerated Immunization II Project, which benefits from the ICC model mentioned above; one of the LAC missions could provide oversight for each subregion, e.g., Guatemala ROCAP for Central America; the G Bureau could provide oversight/management. In addition, a USAID contractor could establish an office in the region to manage these activities. One or a combination of the above options will be selected.

(h) Timetable and Resource Requirements for Developing the Proposal

- |                            |  |
|----------------------------|--|
| --April - September 1994   | Activity Design  |
| --September - October 1994 | Drafting of activity documentation and review, authorization |
| --October - November 1994  | Prepare RFP  |

NEW ACTIVITY DESCRIPTION  
(FY 95)

LAC REGIONAL STRATEGY SUPPORT

LAC Goal: Support the evolution of stable participatory democratic societies

LAC Objective: Help Latin American societies to deepen the practice of citizenship and to strengthen civil society

PROJECT TITLE: LAC Regional Support

PROJECT NUMBER: 598-0826

PROJECT FUNDING: FY 95 -- \$2 million  
LOP -- \$5 million

FUNDING TYPE: Grant

A. Consistency with LAC Bureau Strategy: This project will support Bureau efforts to strengthen democracy in Latin America by deepening the practice of citizenship and citizen participation in democratic processes.

B. Relationship to USAID and Other-Donor Activities: This project will support USAID and other multilateral and bilateral donor activities in that it will create an association of civic groups capable of implementing projects and coordinating activities.

C. Relationship of Project to USAID Policy Objectives: A key U.S. foreign policy and USAID policy objective is strengthening democracy, including broad-based participation by citizens, particularly women and ethnic minorities in civic society.

D. Project Description: The project purpose is to strengthen Latin American NGOs that promote broad-based civic participation in democratic processes. Specifically, the project aims to set up an association made up of a core group of NGOs in Central and South America that would undertake a variety of functions. The Association would: 1) identify and promote the availability of Latin American experts -- and through them, the transfer of

materials and experience -- to groups in other countries seeking to encourage citizen participation in democratic processes; 1) provide training and technical assistance for institution building to the democracy NGOs; and 3) promote dialogue and information-sharing among Latin American NGOs, government and political reformers, civic groups, universities, think tanks and business associations. In this capacity, the Association also would serve as a clearinghouse for information on education for democracy, issues, conferences, methodologies, and anti-corruption campaigns. The association would provide administrative/organizational training and substantive training and t.a. to member organizations.

The project would fund program costs of the Association; it would provide modest support for administrative costs and would look for partnerships with other foundations and donors for core budget support. It would also make funds available to core-group members of the Association to enable them to institutionalize as Latin American "centers of excellence" by using grant funds to provide technical assistance, materials, and training to other regional indigenous NGOs; and/or carry out activities that would serve as "models" for other programs in the region. For example, technical assistance and training would take the form of materials development and distribution; seminars with indigenous NGOs on topics such as community outreach, program planning and implementation, fundraising, and NGO administration and management; assistance in project implementation; and hosting observational visits.

Grants would be made by USAID to Association core-group members through a competitive process in consultation with a review committee (perhaps comprised of the Board of Directors) established by the Association. USAID would be responsible for the final determination of sub-grants to Association members. Criteria would be established for the award of sub-grants, such as:

- o Proposed activities are non-partisan
- o Bilateral activities would clearly serve a regional purpose or provide a model for replication by other NGOs;
- o Proposed activities would serve a regional purpose, such as the production of training manuals for generic activities such as electoral education.

#### Issues:

1) Financial viability: With the exception of multilateral and bilateral donors and a handful of foreign private foundations, few funding sources are available to most NGOs in Latin America. Philanthropic support in Latin America to intermediary institutions is not commonly practiced for reasons including a

lack of tax incentives. Sustainability of the Association and of its core members is an issue. Possible means of addressing the sustainability issue include establishing an endowment; provide technical assistance in fund-raising techniques; promoting cost-sharing to reduce costs, etc.

2) Formation of the Association: We would have to look closely at how to structure the association--board of directors, charter, member organizations, by-laws, location of Association, etc. The NGOs would have to make a strong commitment to the Association and establish clear working relationships and responsibilities among Association members to avoid undue competitiveness and other unanticipated conflicts.

3) Funding of core-group of member organizations: Clear guidelines would have to be established for determining assignments and funding for core group members to ensure that the process is impartial and fair.

4) Role of the Association: The Association itself should have constructive functions that would serve its constituency, such as a lobbying for reform of legal and regulatory climate as it concerns NGOs, etc. We would look at US models, such as the American Society of Association Executives.

5) Duplication of effort: To avoid duplication of effort with other regional civic education projects, this project would focus on horizontal linkages among NGOs in Latin America and would support intermediary organizations rather than grassroots organizations.

**NEW ACTIVITY DESCRIPTION  
(FY 95)**

**Activity Title:** Strategy and Analysis for Latin and Caribbean States of the Americas (SALSA)

**Activity No.:** 598-0829

**Funding:** DA

**Duration:** FY 1995-99

**Proposed LOA Funding:** \$26,750,000

**I. Strategic Fit with Agency/Bureau Goal:**

SALSA will provide the Bureau with the capacity to plan strategically, design and develop projects, and monitor and evaluate program performance. The successful provision of these technical services is considered critical to the achievement of all LAC Bureau objectives.

**(a) Activity Goal**

To effectively meet LAC Bureau requirements for technical services.

**(b) Activity Purpose**

To provide the Bureau with the capacity to procure long-term and short-term technical services from the Global Bureau in support of the LAC Bureau strategy, aimed at:

- encouraging broad-based economic growth, in particular the expansion of incomes and opportunity for the poor;
- supporting the deepening of democracy;
- ensuring access to basic health and family planning;
- maintaining a viable balance between guarding the environment and meeting the needs of economic and human growth.

**II. Activity Description**

The *Strategy and Analysis for Latin and Caribbean States of the Americas Project* will permit the Bureau to procure long-term and short-term technical assistance from the Global Bureau in an integrated and cost-effective manner. In recognition of the interdependent nature of sustainable development, the consolidation of funding for technical services under one umbrella project will facilitate Bureau efforts to better integrate its development activities among the various sectors. The major users of this project will be the technical divisions of the Office of Regional Sustainable Development (Education and Human Resources Development, Environment, Broad-Based Growth,

Health, Population and Nutrition, and Democratic Initiatives) as well as the Women In Development unit which has been given a broadened mandate to focus not only on women, but on all historically disadvantaged groups of the region.

In procuring this assistance from the Global Bureau, the LAC Bureau will be responsible for developing the scopes of work, and for selecting candidates to perform both long-and short-term technical assistance. The Global Bureau, in turn, will be responsible for managing the contractual arrangements through which these services are provided.

Long-term technical assistance in the form of RSSAs, AAAS Fellows, contractors or IPAs, will be physically situated in the appropriate technical divisions of the LAC Bureau. Examples of long-term work to be carried out under the project include:

- Develop new strategies and innovative modalities for achieving LAC Bureau objectives and Agency goals
- Develop and refine measures to systematically assess LAC program performance
- Promote needed policy reforms in all sectors on a regional basis
- Coordinate development policy in the region with the World Bank, Inter-American Development Bank, Organization of American States, and appropriate U.S. Government agencies
- Review mission programs to ensure they fully support LAC Bureau objectives and Agency goals
- Develop Regional Projects

Short-term assistance will be purchased by the LAC Bureau from existing technical services projects and other appropriate projects of Global. To minimize the administrative burden on both Bureaus, it is envisioned that each technical division of the LAC Bureau, as well as the WID unit, will submit their funding request to Global, in the form of a consolidated PIOT or MOU, prior to the start of each fiscal year. Funds would be drawn from each of these PIOTs or in the form of an OYB transfer to Global during the course of the year, as needed by the individual LAC Bureau technical units.

Examples of short-term technical assistance would include:

- Impact evaluations of regional projects and programs
- Policy research in areas directly supportive of LAC Bureau programs
- Special studies of major development issues affecting the region such as hemispheric free trade, social sector reform, and municipal development
- Pre-project planning and assessments
- Design of new regional projects and programs

**(a) Policy and Design Issues**

The need to purchase technical services from the Global Bureau, as reflected in this project, is necessitated by the transfer of the Agency's technical responsibilities to Global under the reorganization. Hence, a close, cooperative working relationship between the technical units of the LAC and Global Bureaus will be fundamental to the long-term effectiveness of this project. At the same time, this project will require the technical divisions of the LAC Bureau to collaborate like never before in the planning and execution of their technical work. Teamwork, among everyone concerned with technical issues in the two Bureaus, will be the requisite modus operandi for achieving success under SALSA.

Successful implementation of this project also presumes that the Global Bureau will possess the right mix of technical services required by the LAC Bureau. Any reduction in the level of research and development now conducted by Global through existing projects could jeopardize the LAC Bureau's ability to procure technical expertise, reflecting the latest lessons learned.

**(b) Management and Support Requirements**

This project will be managed by the Office of Regional Sustainable Development of the LAC Bureau.

**(c) Timetable and Resource Requirements for Developing the Proposal**

The project paper will be developed by a team of representatives from the technical units of the LAC and Global Bureaus, with the assistance of a contract project design officer. It is anticipated that the design will be completed for obligation in the first quarter of fiscal year 1995.

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## NEW ACTIVITY DESCRIPTION (NAD)

### 1. Basic Data:

- (a) Activity/Project Title: Poverty Alleviation through Land Access (PALA Project).
- (b) Activity/Project Number: 598-0821
- (c) Funding Source Identified: DA
- (d) Duration (Fiscal Years): 5 years
- (e) Proposed LOA Funding: \$10 Million

### 2. Strategic Fit with Agency and Bureau Goals:

**Broadly based Economic Growth:** Land tenure problems are severe obstacles to broadly based economic progress in Latin America. The poor by their lack of access to resources have suffered unreasonably due to failures in land markets. There now exists in Latin America a great opportunity to utilize land markets in favor of disadvantaged groups. Most research demonstrates that campesino-owned farms are often more productive than larger estates. Yet the landless and land resource poor for years have been locked out of participation in the market due to legal, economic and socio-cultural barriers. The agrarian reforms of the 1960s tried to solve this market failure by substituting a political solution--redistribution of wealth--for the economic structure in existence. These reforms have failed to correct the underlying structural imbalance.

**Democracy:** Property rights are guaranteed in any democratic society by its constitution. Without this assurance, market economies are impossible. AID-sponsored projects have worked to improve the legal institutions which insure this guarantee, namely the property registries. Unfortunately, most registries in Latin America and Africa are in disarray, discouraging investment in land. Registry disorganization provides opportunities for corruption and abuse and facilitates the avoidance of a primary responsibility of citizens in a democratic society--payment of land and property taxes. Improvements in the property tax system and the collection of local tax revenues would be a powerful resource in decentralized development of social and physical infrastructure and services.

In conjunction with the dual goals of Broad-based Economic Growth and Democracy above, this proposed project will focus on **Municipal Development/Decentralization**. Locally-based programs for physical and social infrastructure--such as primary education, and child and maternal health programs, roads, electricity, water, sewer, etc.-- often suffer from a lack of local funding. This has historically been due to the underdevelopment of municipalities and local government, and a centralization of power in urban elites. Municipal development

and decentralization programs necessarily require local authority to collect and spend money. This in turn means the ability to tax. Land and property taxes are a logical means for creating revenues and increasing economic efficiency.

**Global Environment:** Questions of sustainable use of environmental resources often revolve around who has ownership and access to those resources and on what basis. These are fundamentally resource-tenure questions. Sustainable natural resource management requires, on the one hand, providing security of ownership and use, and on the other hand, providing alternatives to peasants who invade parks, reserves and fragile lands. Typically, these farming people lack alternative access to resources. Through AID-sponsored work with land and mortgage banks, taxation, titling, land-for-infrastructure and other mechanisms, improved land markets have proved a critical tool for providing alternative access to land.

### 3. Consistency with LAC Bureau Strategy:

- (a) Activity Goal: To reduce rural poverty, support broad-based, rural growth, and promote sustainable natural resource management through strengthening legal, regulatory and financial institutions dealing with land rights, taxation, and management.
- (b) Activity Purpose: To improve the rural poor's rights and access to land by strengthening institutions which increase their participation in land markets; improve land utilization and local resource mobilization through enhanced rural land taxation; and enhance sustainable resource management through strengthened host country policy and regulatory capacity.
- (c) Anticipated Impact on Poverty Alleviation, Access and Participation, including Gender Level Impact: The activity directly promotes the alleviation of poverty by providing increased access and participation for the historically disadvantaged, including women and indigenous peoples. The activity will prioritize rural land market initiatives precisely where the competitiveness regime is favorable to smallholder (including indigenous communities and women) so that they can gain access to land through market mechanisms on a competitive basis. In other words, where the poor are more productive and competitive than largeholders, but are nevertheless excluded from land access due to market barriers, these areas will be of priority interest for the Project.
- (d) Dialogue Agenda: The activity is one of technical and managerial assistance, which will require extensive dialogue with host country and other donor institutions to address property-related laws and policies.

- (e) Donor Coordination: This activity will support technical expertise primarily for the purpose of working with the Inter-American Development Bank (IDB), the World Bank, Inter-American Institute for Cooperation on Agriculture (IICA) and other regional institutions on land related problems. Project financed technical expertise will collaborate with these donors in the identification, development and evaluation of these donors' projects; and they will collaborate with these donors in studies and analysis to assist LAC countries develop more appropriate land policies and regulations.

4. **Policy and Design Issues:**

(a) Sustainability of Proposed Activities:

In the past poverty alleviation through land access, especially the politically motivated land transfer programs, have had a mixed record of sustainability. This has been due to both policy issues and project design. The land market is often the most imperfect of all economic input markets. Fundamentally, the activity will address the pronounced dualistic distribution of incomes and assets that permeates the economic landscape of so many Latin American countries. This acute segmentation of markets constrains competition and skews economic returns to the influential. Meanwhile, as evidenced by recent events in Chiapas, miseries among the campesinos are apparently becoming less and less bearable to the disadvantaged majority in Latin America. The issue of sustainability of the betterment of land markets will be confronted during the design stage.

(b) Potential Issues and/or Innovative Program Approaches:

Traditionally, poverty alleviation programs have been designed as near-welfare-type programs. This activity addresses poverty concerns through market mechanisms, affirming the productive capacity of disadvantaged groups and giving them access to the market by attacking the market barriers that have excluded them and prevented their participation in the benefits of democratic society and the market economy.

Moreover, implementation of land market reform activities will generate substantial revenues for the host government. There is a potential for increased: (1) revenues at the local level via property taxation (which could then be used to support local initiatives such as maternal and child health programs, primary education, etc.); and (2) administrative efficiency via improved geographic information.

(c) Linkages to and utilization of Global Bureau Resources and LAC Regional Programs:

In the course of project development, linkages with G/EID/RAD's ACCESS II Project or its successor will be explored as one potential source of the technical expertise.

(d) Management and Support Requirements:

LAC/SRD will manage this regional activity. It is estimated that project management responsibilities will require half time of a Foreign Service Officer.

(e) Timetable and Resource Requirements for Developing the Assistance Proposal:

Project design work will commence in July, 1994, with authorization expected in November. An estimated \$ 60,000 in PD & S is required to finance short-term specialized technical assistance to help in addressing technical design issues.

(f) Recommendations on Delegation of Authority for Further Review and Approval:

The AA/LAC will authorize the project.

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### **New Activity Description (NAD)**

1. Basic Data

- a. Activity/Project Title: Health Priorities Project
- b. Activity/Project Number: 598-0825
- c. Funding source identified: DA
- d. Duration: FY 96-FY 2000
- e. Proposed LOA Funding: \$20 million

2. Strategic Fit with Agency/Bureau Goal

This activity would represent a shift away from the current strategy in the LAC regional program of supporting only one intervention (immunization) of one priority program (child survival) of the Agency's Population and Health strategy. Instead, it would expand to provide highly focused assistance to country programs for selected interventions defined in the Agency's new strategy, which the LAC Strategy tracks closely. These would be diarrheal disease control, acute respiratory infections, and immunizations, all of which constitute part of the child survival program, as well as HIV/AIDS. This assistance would promote access to effective services in these areas. Where possible, factors contributing to sustainability of health programming, such as refining the roles for public and private actors, health care financing, and efficient management of services will be encouraged.

3. Consistency with LAC Regional Strategy

This activity would require a re-definition of the LAC regional program strategic objective and program outcomes in this sector, to reflect the broader range of health interventions to be addressed.

a. Activity Goal:

The Agency Goals this activity would contribute to will be: to reduce child mortality rates by one-third and to decrease the rate of new HIV infections by 15 percent.

The LAC regional strategy highlights the need to collaborate with other donors to develop strategies and approaches at the country, sub-regional, and regional levels. This activity will operationalize that concept with respect to PAHO, the technical arm of the OAS, and the regional office of the WHO in the Americas. The LAC regional strategy also supports the proposed interventions.

The preliminary verifiable indicators at the Goal level would be, in each country selected for emphasis:

- Infant Mortality rate;
- Under 5 Mortality rate; and
- Prevalence of HIV and STD infection at prenatal clinics.

#### b. Activity Purpose

The purpose of this activity would be to strengthen the impact of key health interventions, with attention to sustainability, in selected countries in LAC. Preliminary indicators of this purpose are, for each country selected:

- Diarrheal disease case management;
- Coverage of the six EPI antigens among 12-23 mo olds;
- Coverage of tetanus toxoid among women in fertile ages;
- Acute Respiratory Infection case management;
- Reported condom use; and
- Condom availability.

#### c. Anticipated impact on poverty alleviation, access, and participation including gender level impact

This activity, by investing in high-impact health interventions, will raise human productivity. Child survival interventions increase the efficiency of education, and healthy workers produce and earn more. By contrast, inattention to preventive care, as occurs in many LAC countries, can raise the ultimate resource cost of the health care system.

By promoting priority health interventions, this activity will promote access. The concurrent themes of attention to appropriate roles for public and private actors, financing of health interventions, and efficient management should also increase access within available resources.

Participation in use of priority health interventions is the heart of this activity, as demonstrated by the purpose level indicators, which describe use of interventions.

#### d. Activity Description

##### 1. Background

This activity will follow the two successful Accelerated Immunization projects, which were implemented by grants to the Pan American Health Organization. Those projects provided technical advisors who worked with country program managers and Interagency Coordinating Committees:

- to mobilize political will and mobilize resources,
- to allocate those resources for maximum program effectiveness,
- to develop coordinated, practical implementation plans agreed to by all the concerned donors as well as public and private program implementers,

- to monitor the implementation of those plans using technically appropriate and consistent definitions and methods of analysis, and
- to provide selected high-impact technical assistance where critically needed.

This has resulted in a much higher level of political attention and emphasis to immunization programs in target<sup>1</sup> countries, and to the effective dedication of substantial national resources for this high priority program.

Currently, target countries in LAC do not dedicate enough resources in the health sector to priority needs in controlling diarrheal disease, acute respiratory infections, or HIV/AIDS, and the quality and effectiveness of the programs also needs improvement. While vaccination coverage levels generally are excellent, there are pockets of low coverage and programs are not yet sustainable.

Using the same approach as the AIP projects, this activity will increase the attention in target countries to these important USAID priorities in the region, and increase the quality and impact of those programs. It is intended to leverage our modest resources to engender focused programmatic attention on the interventions we consider to be most important.

## 2. Interventions

This activity will make available regional advisors specific to each of the priority areas to be addressed. They will provide critical TA to program managers in the target countries to support and strengthen programs. They will encourage the formation or strengthening of Interagency Coordinating Committees in each target country to focus on clear objectives for each of the interventions areas, the development of coordinated donor and national institution plans for programs, and the mobilization of political will and financial resources to support such plans. In addition, the advisors will assist the country programs to monitor, analyze, and report the situation regarding target interventions in a consistent and comparable fashion. These activities have been among the most effective currently used in the LAC regional project with PAHO to support vaccination programs--they work, and can be applied to the other high priority health problems in the region.

The HIV/AIDS portion of this activity will support the interventions described in the NAD for the "LAC Regional program to reduce HIV/AIDS" by increasing attention to the problem in target country health programs, and increasing the quality of programs implemented. The diarrheal disease control portion of

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<sup>1</sup>The target countries will be determined based on Agency priorities, which are currently under discussion as part of the Implementation Guidelines. If this project were implemented today, the countries which are emphasis countries for child survival and HIV/AIDS would be the target countries.

this activity is a natural successor to our regional cholera program, and would complement our involvement to date in PAHO's plans for investment in environmental health and sanitation, while the immunization portion will continue the parts of the current Accelerated Immunization II project which are still crucial to extending high coverage to all areas, and to sustaining the program. In an increasing number of countries in the region, acute respiratory infections are the most important cause of children's morbidity and mortality.

e. Dialogue agenda

The agenda for dialogue related to this activity is at two levels. First, between USAID and PAHO, and second, between PAHO, the host country health establishment (public and private), and USAID missions. At both levels, such dialogue will be to encourage priority actions needed to promote the key health interventions targeted by this activity.

f. Donor coordination

This activity would enhance PAHO's capacity to support USAID's priority health interventions. Since PAHO often is the natural leader of the health donors in LAC countries, and host country health authorities rely heavily on PAHO's advice regarding setting priorities, such an activity could have a substantial effect in promoting the interventions and system changes which are key to improving health in the hemisphere, regardless of source of donor funding. The use of the ICC mechanism will also foster collaboration among all health donors in each target country.

4. Policy and Design Issues

a. Sustainability of proposed activities

The sustainability of the specific inputs, such as the technical advisors funded by this activity, is limited. However, the sustainability of changes in the way efficient, high-quality and high-impact services are delivered (including cost recovery and involvement of NGOs in service delivery) are eminently sustainable by host countries, once they begin to allocate their resources for these purposes.

b. Potential issues and/or innovative program approaches

This activity would build on what we have learned with PAHO during the two Accelerated Immunization grants regarding how to improve priority programming in LAC countries. Providing technical leadership and the use of an expanded ICC model at the country and regional level to focus on clear objectives for each program area; to develop national plans for donor and national



collaboration to implement, monitor, and assess programs; and to mobilize political will and financial resources has worked very well, and can be adapted to the other priority health areas.

The danger is that in applying these methods to more health interventions, they would lose their impact. We believe that the interventions are sharply enough defined, and that our colleagues at PAHO who would implement each piece are sufficiently specialized, motivated and results-oriented, that this is a minimal issue. One possibility would be to phase in these new areas, but since the vaccination program is ongoing, and the regional HIV/AIDS activity would need policy/program support early on (at least in Central America), and because our cholera effort is ending and the PAHO regional environmental initiative is ongoing, the immunization, HIV/AIDS, and diarrheal disease control elements would need to start at the beginning of the activity. Only ARI would be left to be phased in later. Thus, phasing the activities in would not improve the situation much--and would leave until last the health problem which is increasingly the primary killer of infants and children in LAC.

c. Linkages to and utilization of Global Bureau resources and LAC regional programs

We anticipate that this activity would open the doors for substantially more interaction between PAHO staff and G Bureau specialized technical projects, like BASICS (child survival) and AIDSCAP (HIV/AIDS). This activity would work with host country counterparts to modify the emphasis of their health programs to focus on targeted priority interventions, supported by adequate health care financing, efficient management, and involvement of the public and private sectors, but would not fund country activities per se, as G bureau and country programs do.

d. Management and Support requirements

Our intention would be to implement this project using an International Organizations Grant to the Pan American Health Organization. Activity inputs would include technical advisors and other regional support for national programs, like technical manuals or improved surveillance and information systems. Compared to activities implemented using contracts, this is less management intensive for USAID. It would likely require about 1 professional FTE.

- e. Timetable and resource requirements for developing the assistance proposal

9/95-3/96 Activity design with PAHO, LAC Bureau, G Bureau participation  
4/96 Draft proposal from PAHO  
5-6/96 Negotiations between LAC Bureau and PAHO re: activities  
7/96 Final proposal from PAHO  
8/96 AA/LAC sign agreement with PAHO

Resources to develop this Activity would largely be USDH staff time. If needed, technical analyses may be requested from G Bureau projects.

- f. Recommendation on delegation of authority for further review and approval

Does not apply.

NEW PROJECT DESCRIPTION  
(FY 96)

LAC REGIONAL STRATEGY SUPPORT

LAC GOAL: Support the evolution of stable participatory democratic societies and support broad-based economic growth with equity

LAC OBJECTIVE: Support greater adherence to the internationally recognized human rights of individuals, as persons, as citizens and as workers

PROJECT TITLE: Labor-Management Relations Improvement Project

PROJECT NUMBER: 598-0827

PROJECT FUNDING: FY 96 -- \$760,000  
LOP -- \$2,300,000

FUNDING TYPE: Contract

A. Consistency with LAC Bureau Strategy: This project will support Bureau efforts to strengthen democracy in Latin America by teaching the application of democratic principles in the resolution of disputes by manufacturing firms at the plant level. The methodology utilized and reflected in each model taught will use the consensual approach by both labor and management in carrying out collective bargaining negotiations. This approach empowers workers and management through joint participatory efforts at the plant level.

This project will also support equity with broad-based economic growth by enhancing productivity through non-adversarial approaches to labor-management relations. Utilizing these approaches, productivity, wages, and worker safety will be improved.

B. Relationship to USAID and Other-Donor Activities:

This project will complement the efforts of the AFL-CIO international institutes and will enhance and expand upon the labor-management relations workshops currently being conducted by the Department of Labor.

C. Relationship of Project to USAID Policy Objectives: Key U.S. foreign policy and USAID policy objectives are the strengthening of democracy and the support of broad-based economic growth with equity.

D. Project Description:

The introduction of cooperative models of labor-management relations, at the plant level, in selected countries of Latin America and the Caribbean, is part of a comprehensive effort to modify the traditional adversarial labor relations that historically have hampered economic growth and democratic institution-building in the LAC region. The effort to institutionalize cooperative labor relations models is an outgrowth of findings and recommendations originating in related USAID-sponsored activities in the LAC region including an Inter-American Symposium on Emerging Frameworks for Labor-Management Cooperation held in the Dominican Republic in February 1993, and a series of four regional workshops on Innovative Labor-Management Cooperation Models currently being held this year throughout the LAC region.

The introduction of cooperative models of labor-management cooperation in selected countries of Latin America and the Caribbean offers a unique opportunity for USAID to assist specific countries with reform efforts in the labor area aimed at promoting sustainable development, and creating viable democratic institutions. Such efforts complement on-going USAID Mission programs in the LAC region designed to promote export led growth and creating employment.

A major benefit of introducing cooperative models of labor-management relations at the plant level would result in higher productivity and greater competitiveness in regional and global markets. Replicating successful labor relations models in selected countries of LAC region, would lead to improvement in overall working conditions and wages in unionized plants and would serve as a model for harmonizing collective bargaining practices throughout the LAC region.

### Setting/Agenda

The setting and structure of the proposed training workshops at the plant level allows USAID to lead the effort in the creation of supportable models of cooperative relations within each of countries of the LAC region, and in particular in those countries contemplating NAFTA-related or bilateral trade arrangements with the United States.

U.S. technical assistance to plant level managers and union leaders would include their joint participation in strategic assessments, followed by a comprehensive review of options and models of labor-management cooperation best suited to their needs.

### Issue

1. The role of the AFL-CIO and U.S. business associations with regard to the activities conducted under the project and the policy issues related to those activities must be determined. In addition, their sensitivities regarding U.S. government involvement in this area must be assessed.

NEW PROJECT DESCRIPTION  
(FY 96)

LEGISLATIVE STRENGTHENING

LAC Goal: Support the evolution of stable participatory democratic societies

LAC Objective: Support good governance to make government institutions more transparent, accountable, effective, decentralized and accessible to citizens.

PROJECT TITLE: Legislative Linkage Project

PROJECT NUMBER: 598-0828

PROJECT FUNDING: FY 96 -- \$500,000  
LOP -- \$5 million

FUNDING TYPE: Development Assistance (DA) -- Grant

A. Consistency with LAC Bureau Strategy: Enhancing the capacity of LAC legislatures supports the LAC objective of supporting good governance by improving Latin American legislatures' capability to check unrestrained executive power and to incorporate the views of citizens and civil society in their debates.

B. Relationship to A.I.D. and Other-Donor Activities: AID Missions are funding bilateral legislative strengthening activities in six countries and has completed projects or activities in another five countries. This project would build on progress made at the national levels by funding regional conference and information-sharing activities. In part as an outgrowth of the 1994 DI Officers' conference, multilateral donors are beginning to look for ways to support legislative development in Latin America. This project also would enable AID to contribute to multilateral efforts in this area.

C. Relationship of Project to A.I.D. Policy Objectives: Strengthening democratic institutions as a means of achieving sustainable development is one of four strategic thrusts as defined by the USAID Administrator. Supporting good governance to improve the democratic performance of government institutions has been identified as one of three objectives for the LAC democracy program.

D. Project Description: This project has three objectives: 1) promote in a more formalized way the adoption of new methodologies and concepts to Latin American Parliaments; 2) forge lasting links between Latin American and U.S. legislatures and nongovernmental organizations dedicated to improving the functioning of legislatures so that technology transfer and communication will continue when AID funding ends; and 3) enhance information sharing among Latin American legislators, staff and support organizations.

Bilateral legislative strengthening projects are currently underway in Bolivia, Chile, El Salvador, Nicaragua, Haiti, and Costa Rica. Guatemala, Honduras and Panama have completed major legislative strengthening projects, and discrete activities are currently being or have been carried out in Paraguay, the DR, and Belize. Most of these projects fund observational visits and/or internships to U.S. State legislatures to provide exposure and experience to Latin American legislators and staff members. Because these projects are bilaterally funded and because the Regional Legislative Strengthening Project is nearly completed, there are few if any avenues available to bring together legislators and/or legislative staff on a regional or sub-regional basis to share experiences, information, and lessons learned.

Even more important, there is a wealth of untapped resources in the United States, through the National Conference of State Legislatures and other organizations. Under this project, we would encourage collaboration between U.S. organizations with vast technical expertise but limited AID experience and SUNY/OIP or other appropriate grantee with legislative, AID and Latin America expertise. The grantee would implement a series of seminars on relevant topics such as citizen participation mechanisms, electronic communication linkages, budget analysis and oversight, congressional constituent relations, and media relations, where methodologies and ideas could be introduced and shared across national borders.

E. Planned Implementation Arrangements and LAC/DI Management

Role: We may receive unsolicited proposals (from SUNY/OIP and, perhaps, NCSL) and would use a cooperative agreement with one or both institutions as the implementing mechanism. The two organizations have a good working relationship. We would look at the possibility of providing a grant to SUNY/OIP, with NCSL as a sub-grantee. SUNY/OIP has been successfully implementing legislative strengthening projects in the Southern Cone since 1990. It brings legislative, AID and Latin American expertise to the table. As the implementing agency for most South American projects, SUNY has a broad perspective and in-depth knowledge of the problems facing Latin American legislatures, as well as a

strong cadre of legislative expertise from throughout the SUNY system. SUNY has recruited technical experts in the past through NCSL's network.

NCSL is the legislative equivalent of NCSC, our AOJ institutional contractor. The thinking behind involving NCSL more substantively in our work is that through them, we could bring to bear the expertise of 7500 state legislators and 30,000 staffers in the United States on Latin America. NCSL promotes communication among legislatures through fora, research, and information-sharing. The organization helps foster interstate communication and cooperation, improves the quality and effectiveness of state legislatures and ensures that legislatures are a strong, cohesive voice in our Federal system. NCSL is a sister organization of the Council of governors, the League of Cities, Council of State governments, Council of Mayors and other groups. NCSL also is the umbrella organization for many staff groups that work on issues unique to their profession, such as fiscal officers or librarians.

NCSL is in the process of identifying members with technical expertise who also speak Spanish. The organization also has approached its executive committee with the proposal to actively pursue an international agenda, specifically in Latin America. NCSL also has for years been hosting international visitors through the USIA IV program.

F. Issues: None



B. Status of Portfolio - Timeline

A timeline of the current and proposed projects in the LAC Regional portfolio during the Action Plan period follows. This timeline includes only those managed by the LAC Bureau in AID/Washington. Excluded are those LAC Regionally-funded projects managed/to be managed by LAC Missions and the Global Bureau. During the Action Plan period, the following projects will be ending:

FY-95

598-0797 - Trade and Development Project  
598-0780 - Environmental Support Project  
598-0657 - Health & Nutrition Tech. Services

FY-96

598-0791 - RTAC II  
598-0793 - Partners of the Americas  
598-0786 - Accelerated Immunization II

Table 3: LAC/REGIONAL PORTFOLIO -- PROJECT TIMELINE

|   | FY92 |   |   |   | FY93 |   |   |   | FY94 |   |   |   | FY95 |   |   |   | FY96 |   |   |   | FY97 |   |   |   |
|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| PROJECT NUMBER\TITLE  | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 |
| <b>Goal: Broad-Based Economic Growth with Equity</b>  |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| <b>S.O. 1. Improved Investment Climates and Liberalized Trade in LAC</b>                              |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 597-0004 Trade Credit Insurance   | X    | X | X | X |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0619 Priv. Sector Initiatives   | X    | X | X | X | X    | X | X | X |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0779 Carib. Project Dev.  | X    | X | X | X |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0797 Trade & Dev. Support   | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |      |   |   |   |      |   |   |   |
| 598-0822 Free Trade Expansion   |      |   |   |   |      |   |   |   |      |   |   |   | X    | X | X | X | X    | X | X | X | X    | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>   |      |   |   | 2 |      |   |   | 1 |      |   |   | 1 |      |   |   | 1 |      |   | 1 |   |      |   | 1 |   |
| <b>S.O. 2. Improved, Expanded &amp; Equitable Fin. Services for Small Bus. &amp; Microenterprises</b> |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0820 Sustainable Micro-finance (ACCION)   |      |   |   |   |      |   |   |   |      |   |   | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>   |      |   |   | 0 |      |   |   | 0 |      |   |   | 1 |      |   |   | 1 |      |   | 1 |   |      |   | 1 |   |
| <b>S.O. 3. Improve Human Resource Skills</b>  |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0647 Andean Peace Scholar.  | X    | X | X | X | X    | X | X | X |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0660 ADC Training   | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X |   |   |
| 598-0661 CLASP II   | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |
| 598-0774 ATIE   | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |
| 598-0791 RTAC II  | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |      |   |   |   |
| 598-0793 Partners of the Amer.  | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |      |   |   |   |      |   |   |   |
| 598-0810 RELATE   |      |   |   |   |      |   |   |   |      |   |   |   |      |   | X | X | X    | X | X | X | X    | X | X | X |

Table 3: LAC/REGIONAL PORTFOLIO -- PROJECT TIMELINE

FY92

FY93

FY94

FY95

FY96

FY97

| PROJECT NUMBER\TITLE   | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 |
|--|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 598-0819 InterAmer. Dialogue   |   |   |   |   |   |   |   |   |   |   | X | X | X | X | X | X | X | X | X | X |
| 598-0823 Partnership for Ed. Reform in the Americas                            |   |   |   |   |   |   |   |   |   |   |   |   | X | X | X | X | X | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>  |   |   |   | 6 |   |   |   | 5 |   |   |   | 6 |   |   |   | 8 |   |   | 6 | 4 |
| <b>Other</b><br>598-0821 Poverty Alleviation Through Land Access               |   |   |   |   |   |   |   |   |   |   |   |   |   |   | X | X | X | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>  |   |   |   | 0 |   |   |   | 0 |   |   |   | 0 |   |   |   | 0 |   |   | 1 | 1 |
| <b>Goal: Stabilizing Population Growth and Protecting Human Health</b>         |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| <b>S.O. 4. Increased Effectiveness and Efficiency of Immunization Services</b> |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 598-0786 CS-Acc. Immuniz. II   | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>  |   |   |   | 1 |   |   |   | 1 |   |   |   | 1 |   |   |   | 1 |   |   | 0 | 0 |
| <b>S.O. 5. Reduce HIV/AIDS Transmission in the LAC Region</b>                  |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |
| 598-0824 LAC Reg. Program to Reduce HIV/AIDS                                   |   |   |   |   |   |   |   |   |   |   |   | X | X | X | X | X | X | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>  |   |   |   | 0 |   |   |   | 0 |   |   |   | 0 |   |   | 1 |   |   | 1 |   | 1 |
| <b>Other</b><br>598-0825 Health Priorities                                     |   |   |   |   |   |   |   |   |   |   |   |   |   |   | X | X | X | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>  |   |   |   | 0 |   |   |   | 0 |   |   |   | 0 |   |   |   | 0 |   | 1 |   | 1 |

Table 3: LAC/REGIONAL PORTFOLIO -- PROJECT TIMELINE

|   | FY92 |   |   |   | FY93 |   |   |   | FY94 |   |   |   | FY95 |   |   |   | FY96 |   |   |   | FY97 |   |   |   |
|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|------|---|---|---|
| PROJECT NUMBER/TITLE  | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 | 1    | 2 | 3 | 4 |
| <b>Goal: Protecting the Global Environment</b>  |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| <b>S.O. 6. Improved Conser. of Biological Diversity in/around Critical Sites throughout LAC</b> |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0605 Dev. Env. Mgmt. Sys.   | X    | X | X | X | X    | X | X | X | X    | X |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0780 Environ. Support Proj.   | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X |   |      |   |   |   |      |   |   |   |
| 598-0782 Parks in Peril   | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>   |      |   |   | 3 |      |   |   | 3 |      |   |   | 2 |      |   | 1 |   |      | 1 |   |   |      |   | 1 |   |
| <b>Goal: Democracy</b>  |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| <b>S.O. 7. Support and Strengthen Regional Democracy Networks and Institutions</b>              |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0591 Human Rights Init.   | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |
| 598-0658 LAC Fin. Mgt. Imp. I   | X    | X | X | X | X    |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |
| 598-0800 Account. & Fin. Mgt.   |      |   |   |   |      |   | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X |   |   |
| 598-0802 LA Journalism  | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X |   |   |
| 598-0813 Partners/Conciencia Civic Education  |      |   |   |   |      |   |   | X | X    | X | X | X | X    | X | X | X | X    | X | X | X | X    | X | X | X |
| 598-0826 LAC Regional Support (to Strengthen Democracy)   |      |   |   |   |      |   |   |   |      |   | X | X | X    |   |   |   | X    | X | X | X | X    | X | X | X |
| 598-0828 Legislative Linkages   |      |   |   |   |      |   |   |   |      |   |   |   |      |   |   |   |      | X | X |   | X    | X | X | X |
| <b>SUBTOTAL (Proj. at end FY)</b>   |      |   |   | 3 |      |   |   | 4 |      |   |   | 4 |      |   | 5 |   |      | 6 |   |   |      |   | 4 |   |

Table 3: LAC/REGIONAL PORTFOLIO -- PROJECT TIMELINE

FY92

FY93

FY94

FY95

FY96

FY97

| PROJECT NUMBER\TITLE   | 1 | 2 | 3 | 4  | 1 | 2 | 3 | 4  | 1 | 2 | 3 | 4 | 1  | 2 | 3 | 4 | 1  | 2 | 3 | 4  |
|--|---|---|---|----|---|---|---|----|---|---|---|---|----|---|---|---|----|---|---|----|
| Other  |   |   |   |    |   |   |   |    |   |   |   |   |    |   |   |   |    |   |   |    |
| 598-0803 Civil-Mil. Rel. II  |   |   |   |    |   |   |   |    |   |   |   | X | X  | X | X | X | X  | X | X | X  |
| 598-0827 Labor Mgt. Relations  |   |   |   |    |   |   |   |    |   |   |   |   |    |   | X | X | X  | X | X | X  |
| SUBTOTAL (Proj. at end FY)   |   |   |   | 0  |   |   |   | 0  |   |   |   |   | 1  |   |   |   | 2  |   |   | 2  |
| Goal: Cross-Cutting all Goals  |   |   |   |    |   |   |   |    |   |   |   |   |    |   |   |   |    |   |   |    |
| S.O. 8. Technical Services for Strategic Planning and Monitoring of Implementation |   |   |   |    |   |   |   |    |   |   |   |   |    |   |   |   |    |   |   |    |
| 598-0654 Ag. & Rural Dev. Ser.   | X | X | X | X  | X | X | X | X  | X | X |   |   |    |   |   |   |    |   |   |    |
| 598-0657 Hlt. & Nut. Tech. Ser.  | X | X | X | X  | X | X | X | X  | X | X | X | X |    |   |   |   |    |   |   |    |
| 598-0659 Ed. & Hum. Res. Tech. Ser.  | X | X | X | X  | X | X | X | X  | X | X | X | X |    |   |   |   |    |   |   |    |
| 598-0669 Reg. AOJ Support  | X | X | X | X  | X | X | X | X  | X | X | X | X |    |   |   |   |    |   |   |    |
| 598-0780 Environ. Support Project  | X | X | X | X  | X | X | X | X  | X | X | X | X | X  | X | X | X |    |   |   |    |
| 598-0807 Ag. & Nat. Res. Mgt. Tech. Ser.   |   |   |   |    |   |   |   | X  | X | X | X | X | X  | X | X | X | X  | X | X | X  |
| 598-0829 Strategy and Analysis for LAC States of the Amer. (SALSA)                 |   |   |   |    |   |   |   |    |   |   | X | X | X  | X | X | X | X  | X | X | X  |
| SUBTOTAL (Proj. at end FY)   |   |   |   | 5  |   |   |   | 6  |   |   |   |   | 3  |   |   |   | 2  |   |   | 2  |
| TOTAL PROJECTS (number) (at end of FY 4th Quarter)                                 |   |   |   | 20 |   |   |   | 20 |   |   |   |   | 19 |   |   |   | 22 |   |   | 20 |

### C. Central and Regional Projects

Funds included in the LAC Regional portfolio are used to buy into other LAC Regional or centrally managed projects. The projects being bought into contribute to the accomplishment of the LAC Regional strategic objectives and are as follows:

From the Health and Nut. Tech. Services Project

- ADDR
- BASICS
- Environmental Health
- Fellows Program
- TAACS
- Quality Assurance
- AIDSCAP
- Wellstart

From the Ag. & Nat. Resources Mgmt. Tech. Service Project

- ACCESS II

From the Environment/Global Climate Change Project

- GENESYS
- Conservation of Biological Diversity
- Parks in Peril
- Advanced Developed Country Training
- Energy Training Project
- Energy Policy Dev. & Conservation

From the Environmental Support Project

- Science, Engineering and Diplomacy Fellows Program (AAAS)

The main issues relating to centrally managed projects stem from the Agency reorganization and the transfer of LAC Regional projects to the Global Bureau and the uncertainty of the budget process. Decisions remain as to the actual transfer of some LAC Regional projects to Global, what the role of the respective Bureaus will be in terms of managing the project, and how funding will be made available. There are staffing questions related to this as well.

#### D. Resource Requirements

##### 1. **Program Resource Requirements**

Table IV presents the LAC Regional proposed budget for FY-95 and FY-96. The table is organized by strategic objective and lists the projects under each objective. Because decisions have not yet been made as to how the technical services projects for which management responsibility is being transferred to the Global Bureau will be funded in the future, they are included in the LAC Regional budget for planning purposes. Also, there is an "Other" category which includes projects currently funded from LAC Regional funds but which are/will be managed by Missions or the Global Bureau. (This "Other" category also includes PD&S.) These projects are included for funding purposes only and have not been included in the strategic objectives of the LAC Regional portfolio.

For FY 1995, approximately \$93 million is requested--about \$30 million above the FY-95 CP level of \$63 million. This increase is due to: (1) a planned obligation for the Mexico Nature Conservation Fund of \$19.9 million for which funds will be transferred from the Treasury Department, and (2) the planned start of seven new LAC Regional projects.

For FY 1996, approximately \$65 million is requested for the ongoing portfolio and four new starts.

TABLE 4  
LAC REGIONAL  
SUMMARY PROGRAM FUNDING TABLE  
DOLLAR PROGRAM  
(\$000)

| Funding Category                                  | FY94<br>Estimate | FY95<br>Requested | FY96<br>Requested |               |
|---|------------------|-------------------|-------------------|---------------|
|   |                  |                   | 75% FY95          | 100% FY       |
| <b>Development Assistance</b>                     |                  |                   |                   |               |
| <b>Strategic Objective #1</b>                     |                  |                   |                   |               |
| 598-0772 Private Sector Institution Reform        | 350              | 0                 | 0                 | 0             |
| 598-0797 Trade and Investment Dev.                | 590              | 1,500             | 0                 | 0             |
| 598-0822 Hemispheric Free Trade Expansion         | 0                | 2,000             | 1,500             | 2,000         |
| 598-0821 Pov. Alleviation Through Land Access     | 0                | 0                 | 1,500             | 2,000         |
| <b>Subtotal</b>                                   | <b>940</b>       | <b>3,500</b>      | <b>3,000</b>      | <b>4,000</b>  |
| <b>Strategic Objective #2</b>                     |                  |                   |                   |               |
| 598-0820 Sustainable Micro-finance (ACCION)       | 600              | 500               | 300               | 400           |
| <b>Subtotal</b>                                   | <b>600</b>       | <b>500</b>        | <b>300</b>        | <b>400</b>    |
| <b>Strategic Objective #3</b>                     |                  |                   |                   |               |
| 598-0661 Carib. & LA Scholar. Prog. II (CLASP II) | 11,170           | 10,500            | 6,000             | 8,000         |
| 598-0774 Advanced Training in Economics (ATIE)    | 563              | 0                 | 0                 | 0             |
| 598-0791 Regional Technical Aid Center (RTAC)     | 500              | 0                 | 0                 | 0             |
| 598-0793 Partners of the Americas                 | 600              | 800               | 600               | 800           |
| 598-0810 Resources for LA Trng. & Ed. (RELATE)    | 0                | 2,000             | 1,200             | 1,500         |
| 598-0819 InterAmerican Dialogue                   | 57               | 50                | 63                | 63            |
| 598-0832 Partnership for Ed. Reform in the Amer.  | 0                | 750               | 600               | 750           |
| <b>Subtotal</b>                                   | <b>12,890</b>    | <b>14,100</b>     | <b>8,463</b>      | <b>11,113</b> |
| <b>Strategic Objective #4</b>                     |                  |                   |                   |               |
| 598-0786 Accelerated Immunization II              | 2,000            | 1,662             | 0                 | 0             |
| 598-0825 Health Priorities Project                | 0                | 0                 | 3,000             | 4,000         |
| <b>Subtotal</b>                                   | <b>2,000</b>     | <b>1,662</b>      | <b>3,000</b>      | <b>4,000</b>  |
| <b>Strategic Objective #5</b>                     |                  |                   |                   |               |
| 598-0825 LAC Reg. Prog. to Reduce HIV             | 0                | 3,000             | 3,750             | 5,000         |
| <b>Subtotal</b>                                   | <b>0</b>         | <b>3,000</b>      | <b>3,750</b>      | <b>5,000</b>  |
| <b>Strategic Objective #6</b>                     |                  |                   |                   |               |
| 598-0782 Parks in Peril                           | 0                | 5,000             | 4,000             | 5,000         |
| <b>Subtotal</b>                                   | <b>0</b>         | <b>5,000</b>      | <b>4,000</b>      | <b>5,000</b>  |
| <b>Strategic Objective #7</b>                     |                  |                   |                   |               |
| 598-0591 Human Rights Initiatives**               | 3,000            | 2,920             | 2,323             | 2,910         |
| 598-0642 Reg. Admin. of Justice**                 | 1,250            | 1,590             | 563               | 750           |



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SUMMARY PROGRAM FUNDING TABLE  
DOLLAR PROGRAM  
(\$000)

| Funding Category                                  | FY94<br>Estimate | FY95<br>Requested | FY96<br>Requested |               |
|---|------------------|-------------------|-------------------|---------------|
|   |                  |                   | 75% FY95          | 100% FY       |
| 598-0669 AOJ Support Project                      | 746              | 891               | 700               | 650           |
| 598-0800 Accountability & Financial Management    | 1,100            | 1,000             | 1,000             | 1,000         |
| 598-0802 LA Journalism                            | 738              | 1,000             | 1,000             | 1,191         |
| 598-0813 Partners/Conciencia Civic Ed.            | 0                | 200               | 250               | 250           |
| 598-0827 Labor Mgmt. Relations                    | 0                | 0                 | 0                 | 760           |
| 598-0828 Legislative Linkage                      | 0                | 0                 | 0                 | 500           |
| 598-0826 Reg. Support (to Strengthen Democrac     | 0                | 2,000             | 1,510             | 2,000         |
| <b>Subtotal</b>                                   | <b>6,834</b>     | <b>9,601</b>      | <b>7,346</b>      | <b>10,011</b> |
| <b>Strategic Objective #8</b>                     |                  |                   |                   |               |
| 598-0657 Hlth. & Nutrition Tech. Services         | 2,500            | 0                 | 0                 | 0             |
| 598-0659 Ed. & Human Res. Tech. Services          | 637              | 0                 | 0                 | 0             |
| 598-0780 Environmental Support Project            | 1,100            | 1,100             | 0                 | 0             |
| 598-0807 Ag. & Nat. Resources Mgmt. Tech. Ser.    | 1,600            | 1,600             | 1,200             | 1,600         |
| 598-0829 Strategy & Analysis for LAC (SALSA)      | 0                | 5,000             | 3,750             | 5,000         |
| <b>Subtotal</b>                                   | <b>5837</b>      | <b>7700</b>       | <b>4950</b>       | <b>6600</b>   |
| <b>OTHER (Included for funding purposes only)</b> |                  |                   |                   |               |
| 598-0000 PD&S                                     | 225              | 750               | 560               | 750           |
| 598-0616 ITT                                      | 6,020            | 8,475             | 0                 | 0             |
| 598-0777 Chile Legislative Ed. Program**          | 600              | 400               | 0                 | 0             |
| 598-0784 Env./Global Climate Change               | 4,500            | 8,000             | 6,000             | 8,000         |
| 598-0796 Chile Civic Education**                  | 700              | 100               | 0                 | 0             |
| 598-0799 Local/Municipal Government               | 450              | 500               | 350               | 350           |
| 598-0806 AIFLD***                                 | 6,000            | 6,000             | 4,550             | 6,000         |
| 598-0809 Mexico - U.S. Science Foundation         | 150              | 0                 | 0                 | 0             |
| 598-XXXX Mexico Nature Conservation Fund          | 100              | 19,900            | 0                 | 0             |
| <b>Subtotal</b>                                   | <b>18,745</b>    | <b>44,125</b>     | <b>11,460</b>     | <b>15,100</b> |
| <b>SUBTOTAL DA</b>                                | <b>47,846</b>    | <b>89,188</b>     | <b>46,269</b>     | <b>61,224</b> |
| <b>Economic Support Fund</b>                      |                  |                   |                   |               |
| <b>Strategic Objective #7</b>                     |                  |                   |                   |               |
| 598-0644 ICITAP                                   | 2,955            | 3,000             | 2,250             | 3,000         |
| 598-0642 Reg. Admin. of Justice                   | 1,371            | 25                | 0                 | 0             |
| 598-0669 AOJ Support                              | 104              | 0                 | 0                 | 250           |
| 598-0803 Civil Military Relations II              | 0                | 750               | 750               | 750           |
| <b>Subtotal</b>                                   | <b>4,430</b>     | <b>3,775</b>      | <b>3,000</b>      | <b>4,000</b>  |
| <b>SUBTOTAL ESF</b>                               | <b>4,430</b>     | <b>3,775</b>      | <b>3,000</b>      | <b>4,000</b>  |

TABLE 4  
LAC REGIONAL  
SUMMARY PROGRAM FUNDING TABLE  
DOLLAR PROGRAM  
(\$000)

| Funding Category | FY94<br>Estimate | FY95<br>Requested | FY96<br>Requested |         |
|------------------|------------------|-------------------|-------------------|---------|
|                  |                  |                   | 75% FY95          | 100% FY |
| PROGRAM TOTAL    | 52,276           | 92,963            | 49,269            | 65,224  |

\*\$2 million for CLASP in FY-94 not yet identified. \$11,170,000 included \$10,920,000 for Georgetown and \$250,000 for Aguirre.

\*\* In addition to support for IIDH/CAPEL funds are provided to the MDCs (Chile, Argentina, Uruguay & Paraguay. Except for Paraguay, funding for the MDCs will cease in FY 95.

\*\*\*The AILFD II Project will be transferred to the Global Bureau.

## 2. Program Management Requirements

A. Workforce: The minimum Direct Hire (DH) staff required to carry out regional portfolio management responsibilities is as presented below. The figures are based on the Bureau's new staffing levels as established under the Agency's reorganization plan.

| <u>Personnel</u>      | <u>FY 94</u> | <u>FY 95</u> | <u>FY 96</u> |
|-----------------------|--------------|--------------|--------------|
| <b>LAC/RSD</b>        |              |              |              |
| Technical Officers    | 20           | 20           | 20           |
| Admin./Clerical       | <u>6</u>     | <u>6</u>     | <u>6</u>     |
| Subtotal LAC/RSD      | 26           | 26           | 26           |
| <b>LAC/SPM</b>        |              |              |              |
| Director's Office     | 2            | 2            | 2            |
| PSS Division          | 2            | 2            | 2            |
| Admin./Clerical - PSS | <u>1</u>     | <u>1</u>     | <u>1</u>     |
| Subtotal LAC/SPM      | 5            | 5            | 5            |
| TOTAL                 | 31           | 31           | 31           |

B. Conferences/Workshops: OE funds for the following conferences/workshops are required during the Action Plan period as follows:

| <u>Conference/Workshop</u>   | <u>FY 95</u>    | <u>FY 96</u>      |
|------------------------------|-----------------|-------------------|
| Broad-based Growth           |                 | \$20,000          |
| Microenterprise/Agribusiness | \$10,000        | 10,000            |
| Human Capital Development    | \$10,000        |                   |
| HIV/AIDS in Central America  | <u>\$10,000</u> | <u>          </u> |
|                              | \$30,000        | \$30,000          |

C. Travel: Bureau staff involved in management of LAC Regional projects require sufficient OE funds to permit travel to: review/monitor regional project activities in the field, attend regional or sub-regional meeting of USAID Technical Officers involved in the regional projects, and participate in key regional project-related meetings of donors and counterparts. TA of DH staff to donor governments in TIC-related matters must also be provided. Lack of annual site visits by USDH staff to monitor implementation of LAC Regional projects continues to be a problem as OE resources continue to shrink. All offices will continue to take maximum advantage of Mission-funded travel to

review regional project activities in the same or adjacent countries. Nonetheless, we estimate approximately \$60,000 will be required in each of FY-95 and FY-96 to cover minimum travel needs.

E. Issues

The following issues will be discussed during Action Plan Week

1. New Activities - Eleven new activities are proposed for start during the Action Plan period. How will these be accommodated within the LAC Regional budget?

2. Transfer of Projects to Global Bureau - Decisions regarding the role of the respective Bureaus and how funds will be made available still remain unresolved for projects that have been proposed for transfer to the Global Bureau.

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LATIN AMERICAN REGIONAL  
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